

BULKY DOCUMENTS

(Exceeds 300 pages)

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Title: REGISTRANT'S STIPULATED MOTION FOR

LEAVE TO USE TRIAL TESTIMONY FROM

OPPOSITION NO. 91156321 IN PROCEEDING <BOX

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Part 4 of 8



#78

EXHIBIT LABEL

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Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 26

UNITED STATES HISPANIC CHAMBER OF COMMERCE

Second Annual Convention & Trade Fair August 13-15, 1981 Crown Center Kansas City





OUR CHALLENGE

United States Hispanic Chamber of Commerce

A cada santo se le llega su funcion y la de nosotros se ha llegado.

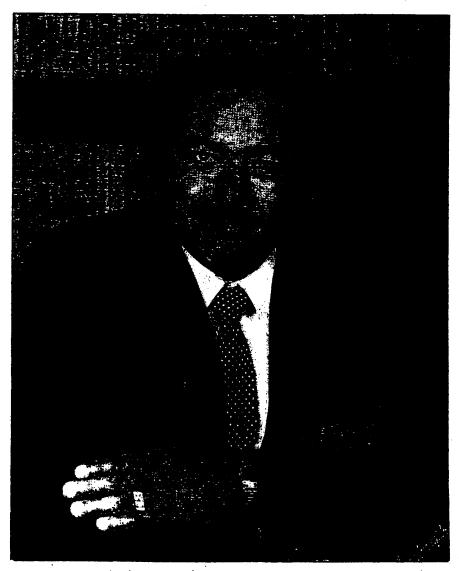
We are a people whose time has come. Now is the time for Hispanic business men and women to move ahead aggressively; maintaining a positive attitude as we remember:

El que no ve adelante atras se queda.

The day has passed for Hispanic Commerce to be limited by neighborhood boundaries and for our goals to be limited by the past. We have become a power which cannot be ignored. Together, we will use that power wisely and to its greatest advantage.

We are at the threshold of a long and prosperous future for Hispanic entrepreneurs in the United States. We must be prepared to capitalize on existing opportunities and to develop active partnerships in future ventures with corporate America.

In 1981, we are one voice speaking for one united people, striding boldly toward a future of our own making. As we continue to build trust in ourselves and in one another—unified in our primary goal of economic development for our people—our efforts will speak for themselves. Our work in every area of America's business life will reflect



the immense talent of our people.

The time has ended for splintering divisiveness. The unparalleled opportunities within our grasp demand cooperation and dedication to a common cause.

The Second Annual Convention and Trade Fair provides all of us with an opportunity to learn from our guests and from each other, to strengthen the important ties within and without the Hispanic business community, and to rededicate ourselves to Building Economic Strength Through Unity. Together, we'll use this Second Annual Convention to draft short- and long-range plans—to chart the course for the Hispanic business community's successful future and restate our commitment to our goals.

Hector Barreto

President U.S. Hispanic Chamber of Commerce

ABOUT THE CONVENTION

Second Annual Convention and Trade Fair

Questions?

The convention registration desk will remain open as will the U.S.H.C.C. membership booth in the Trade Fair, to help answer your questions. A message center will be set up near the registration desk for notes.

Convention committee members will be available throughout the week and may be identified by specially colored badges.

Resource Directory

This printed program should serve you throughout the coming year as a resource directory. You'll find a variety of useful lists, including up-to-date contact names and telephone numbers for every Federal agency.

Resource lists include:

- State and local Hispanic Chambers of Commerce, with contact name and number.
 - 50 Top Hispanic businesses;
- Latino-owned financial institutions;
- Major Hispanic organizationsnational offices;
- Federal agencies doing business with minority or small businesses, with contacts and notes on their work;
- Small and Disadvantaged Business Utilization Offices of all Federal agencies;
- Publications available from SBA, MBDA;
- All USHCC advertisers and exhibitors;
 - And much more.



Special Thanks:

The following staff members and volunteers (and others who may have been omitted) deserve substantial credit for the success of this convention.

Convention Staff

Teresa Navarro Carole DeSenne Richard Barrera Dave Allison Connie Flores Consuelo Castano Myrna Saenz Andrea Renner Frank Tebeck Julie Mattsson Mario Diaz Sam Noblett Juan Nogues **Hector Barreto** Josefina Bueneman Tim Hassett Sandra Seloiovie Chris Beal Bill Pena John Lynch

Special Thanks:

USHCC thanks Sal Gomez and the staff of the Kansas Advisory Committee on Mexican-American Affairs for their help in planning the convention: Sal Gomez, Ruth McKinney, Patricia A. Young, Nan Harper.

Special Thanks:

To Sam Noblett of Armco for serving as an untiring advisor to the convention staff.

Special Thanks:

USHCC thanks Arte Moreno, President and General Manager of Eller Outdoor Advertising of K.C., for billboards in the K.C. area.

U.S. Hispanic Chamber of Commerce 829 Southwest Blvd. Kansas City, Missouri 64108 (816) 842-2255

BIEN VENIDOS

The Hispanic Chamber of Commerce of Greater Kansas City welcomes

you to our city and to the Second Annual United States Hispanic Chamber of Commerce Convention and Trade Fair. This milestone event marks the progress of Hispanic business in our nation.

We hope that you recognize the significance of uniting here for this convention and that your attendance will prove worthwhile as you make new friends and business contacts.

We encourage you to take advantage of the many scenic, cultural, and historic attractions as well as the fine restaurants and entertainment facilities which our "City of the Fountains" has to offer.

Bienvenidos a Kansas City .

Richard Barrera
President
Hispanic Chamber of
Commerce of
Greater Kansas City



OFFICERS

RICHARD BARRERA

President

ROBERTO CERVERA-ROJAS

1st Vice President

TERESA C. NAVARRO

2nd Vice President

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Secretary

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ROBERT J. GARCIA

H0790,

CONVENTION COMMITTEE

Second Annual Convention & Trade Fair Volunteer Committee





For the past year, committee members have met together at their own expense to plan this convention. Hundreds of hours have been devoted to planning; soliciting speakers, advertisers and exhibitors; and building registration.

The United States Hispanic Chamber of Commerce thanks these dedicated members and their staffs for the countless phone calls, endless details and genuine commitment that produced the meetings this week.



HECTOR BARRETO *Kansas City*

RICHARD BARRERA Kansas City

JOSE CARDOSO Chicago Program

HENRI GARCIA
Detroit

MARCUS RINCON Dallas

SAL GOMEZ Topeka, Ks.

REV. JAMES NOVARROHouston

DAVE ALLISON *Kansas City*

ROBERTO CERVERA ROJAS Kansas City

JOE LIRA Kansas City

NELSON MALAVE Camden, N.J.



USHCC: THE LEADERS

Officers 1980-81



Hector Barreto President



Jose Antonio Font Vice-President

Board of Directors

Jose Cardoso - Illinois

Frank Garcia - California

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Orlando Naranjo - Florida

Jose Gonzalez - Louisiana

Richard Vallejo - Oklahoma

John Paul Gallegos - New Mexico

Otto Merida - Nebraska

Victor Navarro - Colorado

Sandra Vargas - Minnesota

Francisco Maya - Indiana

Nelson Malave - New Jersey

Pete Martinez - Texas

Gualberto Medine - Pennsylvania

Vacant Seat - Arizona

Joe Monreal - Wisconsin

Joseph Fernandez - Massachusetts

Mario Orsini, Jr. - Georgia

Vacant Seat - Iowa

Augustin Arbulu Parliamentarian



Richard Barrera Treasurer



Nelson Rodriguez President Emeritus

ARMCO's Bill Verity, Jr.

The United States Hispanic Chamber of Commerce Salutes and Thanks Its Corporate Sponsor, ARMCO Incorporated

Bill Verity first became familiar with the leadership and work of the United States Hispanic Chamber of Commerce in 1980, during his tenure as Chairman of the U.S. Chamber of Commerce. His nationwide tour promoting the Chamber's theme, "Let's Rebuild America," brought Verity into contact with business leaders across the country and convinced him of the need to more fully involve Hispanic business men and women in that rebuilding process.

"The Hispanic business community represents a tremendous untapped potential which, when fully utilized, will benefit all Americans."

As Chairman of the Board of Armco Inc., Verity uses his personal stature and the full leadership strength of the international corporation he leads for the benefit of the Hispanic business community. He hopes that his actions will help assure the accelerated national emergence of the U.S. Hispanic Chamber of Commerce, as a primary unifying organization for the community.

Such support fits easily with Verity's management philosophy and with his genuine interest in people.



C. William Verity, Jr.
Chairman of the Board of Directors
ARMCO Inc.

"Management at its best," he said, "means helping people develop to their greatest potential."

Just as business leaders have an obligation to their employees, organizational leaders are obliged to help the members take advantage of all learning opportunities open to them, he said. Armco's work with the Hispanic Chamber, such as its substantial support of the Second Annual Convention, attempts to provide more avenues for members to learn from one another and from other experts.

"Together, we can help create business opportunities for all Americans who seek it," he said. "And, working together, we can strengthen the free enterprise system in its fundamental task of providing reward commensurate with risk."

The man behind the title is strengthened by his wife, Peggy, and their three children. While business leaders often find themselves away from their families, Verity considers his family time of greatest importance and works hard to plan activities at home, in Middletown, Ohio, and with his four grandchildren.

Bill Verity

An Ohio native who graduated in 1939 from Yale in economics, Verity joined Armco in 1940. Aside from his service in the Navy from 1942 to '46, he has been with the company ever since. He was appointed President and Chief Executive Officer in 1965. In 1971, Verity became Chairman of the Board of Directors as well.

As spokesman for a major international corporation, Verity recognized the need to devote more attention to representing the board and the company in public, political and international affairs. In order to be most effective, he relinquished CEO responsibilities in 1979.

A recognized national leader, Bill Verity serves as Chairman of the US-USSR Trade and Economic Council, as a Director of the National Council for U.S.-China Trade, and as a member of the President's Export Council. Other directorships include the International Iron and Steel Institute: Eli Lilly and Co.: Chase Manhattan Bank of New York; the First National Bank of Middletown, Ohio; the Mead Corporation of Dayton; Business International of New York City: and Taft Broadcasting Co. of Cincinnati.

Verity lends his experience and support to education and the arts through Trustee responsibilities for Colgate Darden Graduate School of Business at University of Virginia, Phillips Exeter Academy, and the University of Dayton. He serves as Chairman of the Board of Trustees, Ford's Theatre, Washington, D.C.

The United States Hispanic Chamber of Commerce is proud of Bill Verity's commitment to its efforts and is pleased to count him among nos compadres.



HONORED GUESTS

WHILAND V. ROTH, MR, BELL, I CHARLES M. PERCY, INC.
THE STEVELS BLOWN.

AWTON GOOLED, PLA.

LAM INCOM, BA.

LOW GL EVIN, GOOD

IN SABBER, TEMA.

AND PRISER, ARK.

United States Benate

GOVERNMENTAL AFFAIRS WASHINGTON, D.C. 28619

August 15, 1981

Third Annual Awards Dinner Hispanic Chamber of Commerce of Greater Kansas City

Dear Friends:

I regret that I could not join you this evening at the presentation of awards by the Hispanic Chamber of Commerce of Greater Kansas City.

On this occasion, every member of the Chamber deserves recognition for their dedication and hard work. It has been through individual effort and organizations such as the Chamber of Commerce that Hispanics have become a growing force in the economy of this country. I know the future holds many opportunities for even greater progress.

I would especially like to recognize the outstanding leadership of the United States Hispanic Chamber of Commerce president, Hector Barreto, and Hispanic Chamber of Commerce of Greater Kansas City president, Richard Barrera.

I extend my congratulations tonight to the award recipients and to every member of the Hispanic Chamber of Commerce, and my best wishes for a successful convention.

Sincerely,

Jack Danforth

John C. Danforth



MILLER'S William Howell

The U.S. Hispanic Chamber of Commerce Salutes and Thanks Its Corporate Sponsor, Miller Brewing

William K. "Bill" Howell entered the University of Richmond on a football scholarship with plans to become a football coach. Instead he became president of the \$2.5 billion Miller Brewing Company—the second largest brewer in the world.

"My original ambition was to be a football coach but then I found out that football coaches starve to death. That's when I became interested in business as a career," said the 51-year-old executive.

The switch in career objectives came at the end of his sophomore year when, faced with the necessity to declare a major, Howell "looked at the alternatives, and business seemed the one that I would be better suited for.

"I had no desire to be a doctor or lawyer or engineer," he said.

After receiving his bachelor's degree in business administration, the Radford, Va. native entered the Marine Corps where he attained the rank of lieutenant.

Howell had just been sent to California in preparation for a tour of duty in Korea when the war ended. He spent the next two years stationed in California.

Before his discharge, Howell wrote the placement officers at his alma mater, asking them to arrange job interviews for him. Howell knew what he was looking for—training.



William K. "Bill" Howell President Miller Brewing Company

"Most companies I interviewed with said they would hire me as a salesman on the road or an assistant foreman in the factory," Howell said.

"Philip Morris said they would put me through a thorough training program in all phases of the business, and they did."

Howell joined Philip Morris Incorporated in 1955 and after a two-year training program was sent to Venezuela. After holding various positions with C.A. Tabacalera Nacional, the Philip Morris affiliate in Venezuela, Howell was named regional vice president for Philip Morris International in Latin America in 1967.

In 1972, two years after Philip Morris Incorporated completed acquisition of the Miller Brewing Company, he became executive vice president and a member of the board of directors of the brewery.

In 1975, he was elected a corporate vice president of Philip Morris Incorporated and in 1978 he was named president of Miller.

As head of Miller, Howell said his primary responsibilities are to "build management and motivate people.

"If you have the right people, and they're properly motivated, they will accomplish your objectives," he said.

William Howell

Part of those objectives include increasing the number of minority vendors and suppliers with whom Miller does business and helping minorities develop economically, Howell said.

"We have set up a department in purchasing that has the sole responsibility for finding and working with small (and) minority business," Howell said.

Miller's objective is to buy a specific percentage of our supplies and services from small and minority business," he said. Organizations such as the Hispanic Chamber of Commerce can assist in this effort, Howell said, by finding minority suppliers and advising the Miller Brewing Company about who and where they are.

The net result of such economic ties with large corporations such as Miller would be a rise in minority group standards of living, which would benefit both minorities and Miller, Howell said.

"If we improve the standard of living in the Hispanic community or the minority community as a whole, we will increase their purchasing power and we will get our fair share of that more affluent market," he explained.

Cooperation between Miller and organizations such as the U.S. Hispanic Chamber of Commerce can help achieve these mutually beneficial results. Howell said.

The United States Hispanic Chamber of Commerce leaders and members appreciate the long-time, consistent support by Miller Brewing of its activities.

HONORED GUESTS



EDWIN MEESE, IIICounselor to
President Ronald Reagan



Lic. RAUL SALINAS LOZANO
Director, Instituto Mexicano
de Comercio Exterior

HONORED GUESTS

ELIZABETH HANFORD DOLE

Special Assistant to President Ronald Reagan Office of Public Liaison

Mrs. Dole serves now as President Regan's Special Assistant for Public Liaison, a responsibility which includes executive branch coordination with the Hispanic community.

Elizabeth Hanford Dole is a Harvard lawyer, a former Federal Trade Commissioner, and former Deputy Special Assistant to the President for Consumer Affairs. She was sworn in as an FTC Commissioner in 1973 for a seven-year term, and while in that position worked to eliminate unfair methods of competition and deceptive market practices which hit consumers in their pocketbooks.

A native of Salisbury, N.C., Mrs. Dole graduated with distinction in political science from Duke University, where she was student body president, May Queen and a Phi Beta Kappa. She participated in a summer study program at Oxford University in England, and received her law degree and a master's degree in education from Harvard.

She first served in government as staff assistant to the Assistant Secretary of Health, Education and Welfare, specializing in the educational problems of the handicapped. In 1967, she planned and carried out the first National Conference on Education of the Deaf. She then defended indigents in the District of Columbia court system.

From 1969 to 1971, Elizabeth Hanford was Executive Director of the President's Committee on Consumer Interests at the White House and was named Deputy Director, Office of Consumer Affairs, when that office was created in 1971.



SENATOR BOB DOLEUnited States Senate

Robert Joseph Dole was born and raised in Russell, Kansas, where his father was a grain elevator manager and ran a milk and egg station. "Bob" Dole attended Kansas public schools, the University of Kansas in Lawrence for two years, the University of Arizona in Tucson and Washburn University in Topeka, where he earned his law degree in 1952.

An Army veteran of World War II, Senator Dole was twice wounded and twice decorated for heroic achievement. He was hospitalized a total of 39 months after being hit by machine gun fire in the Po Valley in Italy.

In 1951, while still in college, he was elected to the Kansas legislature. Two years later he became prosecuting attorney in Russell County, an office he held for nine years, until elected to the U.S. House of Representatives in 1961. Dole was elected to the United States Senate in 1968. He served as Republican National Committee chairman from 1971 to 1973, and was his Party's Vice-President nominee in 1976.

As Chairman of the powerful Senate Finance Committee, Senator Dole oversees a broad range of tax, health, trade and financial matters. He also serves on the Judiciary Committee, the Rules Committee and as a senior member of the Agriculture and Forestry Committee. Senator Dole has long been a spokesman for veterans' and handicapped rights, and has been active in small business, agriculture and minority affairs.

Senator Dole has been a lifelong resident of Russell. He and his wife, Elizabeth Hanford Dole, also have a residence in Washington. The Senator has a daughter, Robin, by a previous marriage.

HONORED GUESTS

Malcolm Baldrige 26th Secretary of Commerce

Malcolm Baldrige was nominated to be Secretary of Commerce by President-Elect Ronald Reagan December 11, 1980. He was confirmed by the United States Senate on January 22, 1981 and sworn in to office on January 23, 1981.

Mr. Baldrige had been chairman and chief executive officer of Scovill Inc., Waterbury, Connecticut, which operates 81 manufacturing plants in the United States and in 22 other countries around the world. International sales in 1979 accounted for almost one-third of the company's profits.

Having served in the infantry in World War II, Mr. Baldrige began his career in the manufacturing industry in 1947 as a mill hand at the Eastern Malleable Iron Company in Naugatuck, Connecticut, rising to president of the company by 1960. Mr. Baldrige joined Scovill in 1962 as executive vice president. He is credited with leading the transformation of Scovill from a financially troubled brass mill to a highly diversified international manufacturer of consumer. housing and industrial goods.

On the rodeo circuit, Mr. Baldrige has won many awards as a professional steer roper. He worked during his boyhood as a ranch hand in western Nebraska.

A highly successful businessman prominent in community affairs, Mr. Baldrige has served on the boards of directors of the Bendix Corporation; ASARCO; Uniroyal; AMF; and the Connecticut Mutual Life Insurance Company.



Malcolm Baldrige
Secretary of Commerce

To the USHCC:

Your organization represents many dynamic contributors to the American economy.

This Administration is particularly pleased with the revitalization of this nation's entrepreneurial spirit, as exemplified by the membership of your organization. The Hispanic Chamber of Commerce is to be congratulated for its role in stimulating free, competitive enterprises, developed in the classic business tradition, and for programs and meetings such as those now in progress. At these meetings, ideas, relationships and goals are being developed to

provide a continuing impetus for the development and growth of sound Hispanic-owned businesses. Yours is an essential and useful forum for consideration of common problems and for their definition and solution.

I am honored to be your guest on this important occasion, and I bring you greetings from President Reagan; from Victor Rivera, the Commerce Department's Director of the Minority Business Development Agency; and from all of my colleagues in the Administration. Have a successful convention!

Malcolm Baldrige Secretary of Commerce

SPEAKERS

Honored Guests of the Convention

MICHAEL CARDENAS

National Administrator Small Business Administration U. S. Department of Commerce

Michael Cardenas, a certified public accountant with wide experience in taxation, auditing, management and small business problems and issues, was sworn in March 30, 1981, as the 13th Administrator of the U.S. Small Business Administration.

"President Reagan has consistently pointed out that small business is the backbone of the American economic system. I definitely agree," Cardenas said.

Cardenas told the Senate Small Business Committee, "During the last 19 years in my public accounting profession, I have developed an in-depth understanding of the small business community. As a partner in a national CPA firm, my clients have been primarily small businesses."

Prominent in CPA and other business organizations and an active civic leader, Cardenas has worked in national, state. regional and local Republican campaigns for the past 14 years. He has been on the boards of trustees of State Center Community College District. Fresno Community Hospital and San Joaquin Law School. He was chosen Man-of-the-Year by the Fresno Latin-American Businessmen's Association in 1979. Cardenas also is the founder and director of California Valley Bank. Founded in 1978, California Valley Bank has offices in Fresno. Sacramento and Visalia.

He has served continuously



since 1970 as a member or chairman of the SBA's San Francisco Regional Advisory

Council. He was a delegate to the 1980 White House Conference on Small Business.

VICTOR RIVERA

National Director
Minority Business Development
Agency

U. S. Department of Commerce

Victor M. Rivera was appointed Director of the Commerce Department's Minority Business Development Agency (MBDA) by Secretary of Commerce Malcolm Baldrige on April 6, 1981.

Rivera has served as Director of the Office of Information and Associations with the U.S. Small Business Administration's (SBA) Office of the Chief Counsel for Advocacy. While serving at SBA, he helped to establish a national network of small business trade associations, congressional representatives, and private industry lobbyists to address problems confronting small and minority-owned businesses.

Rivera, 43, came to Washington, D.C., in 1977 as SBA's senior advocate for government and industry relations. That same year he received the distinguished Arthur Flemming Award as "one of the 10 outstanding young men in Federal Service."

From 1973 to 1975, Rivera was



SBA District Director in New York City before becoming SBA regional Director of the Rocky Mountain States. Rivera previously served as Deputy Administrator and City Register for the New York City Finance Administration and also as the U.S. Director of tourism promotion and Development for the Commonwealth of Puerto Rico's Economic Development Administration.

SPEAKERS

Honored Guests

ESTEBAN EDWARD TORRES

Ambassador

President
International Enterprise and
Development Corporation

Esteban Torres is a former East Los Angeles community and civic leader who served as President Carter's Special Assistant for Hispanic Affairs at the White House.

Torres, 49, is a native of the copper-mining town of Miami, Arizona. During the Depression, his family moved west to settle in East Los Angeles. After college and serving in the Army, Torres became an auto assembly line worker with the Chrysler Corporation and became a leader of the United Auto Workers. He later became Director of Inter-American Affairs in charge of union activities in the Caribbean.



Esteban Torres

Central and South America for the UAW.

He returned to East Los Angeles and was instrumental in the founding of the East Los Angeles Community Development Corporation (TELACU), serving as director from 1968 to 1974. He served as the UAW's director of International Affairs in 1975-77.

Former President Carter appointed Torres as U.S.

Ambassador to the United Nations Educational, Scientific and Cultural Organization (UNESCO), citing Torres' extensive background in international relations and in working in underdeveloped areas. Torres directed the U.S. Delegation at UNESCO Headquarters and represented the country on the UNESCO Governing Board.

ERNEST E. GARCIA

Deputy Assistant Secretary of Defense

Ernest E. Garcia, a Garden City, Kansas native, has recently been appointed Deputy Assistant Secretary of Defense. Garcia is responsible for all defense related legislation under consideration by the Congress. His position will also overlap somewhat into the foreign policy arena.

Prior to his Defense appointment, Garcia served in the Reagan White House in the Office of Public Liaison. He played an active role in promoting the President's economic-recovery program and also served as an advisor on Hispanic Affairs.

Garcia served on the Reagan transition team and as Kansas State director for Senator Bob Dole. For four years prior to



becoming Senator Dole's state director, Garcia was Dole's legislative assistant for Defense and Latin American Affairs in Washington, D.C. Senator Dole

Ernest E. Garcia

hired Garcia while he was working for Governor Robert Bennett as a policy and budget analyst.

STATE OF KANSAS

PROCLAMATION

By the Governor

Executive Department
State of Kansas
Topeka Kansas

TO THE PEOPLE OF KANSAS, GREETINGS:

WHEREAS, the 63,000 Kansans of Hispanic origin comprise an incomparable human resource for the State; and

WHEREAS, the national Hispanic business community encompasses more than 250,000 thriving firms in every field of endeavor: and

WHEREAS, the number of Hispanic-owned businesses in the Nation has increased markedly in the past 10 years, and now accounts for \$10.4 billion in receipts; and

WHEREAS, Kansas' 500 Hispanic-owned businesses strengthened the State's annual economy by \$15 million at its most recent count; and

WHEREAS, the United States Hispanic Chamber of Commerce, founded in 1979, has set as its goal the strengthening and expansion of the Hispanic business community, for the ultimate benefit of Kansas' and the nation's economy; and

WHEREAS, the United States Hispanic Chamber of Commerce now represents local organizations in 19 states, with more than 26,000 business members; and

WHEREAS, the United States Hispanic Chamber of Commerce Second Annual Convention and Trade Fair, meeting in Kansas City, draws together business leaders to further the association's goals; and

WHEREAS, such endeavors as have been and will be undertaken by the United States Hispanic Chamber of Commerce deserve the full support of all the people of the State:

NOW, THEREFORE, I, JOHN CARLIN, GOVERNOR OF THE STATE OF KANSAS, do hereby proclaim August 9 through 15, 1981, as

HISPANIC BUSINESS WEEK

in Kansas, and urge all residents of the State to join in this observance.

DONE At the Capitol in Topeka Under the Great Seal of the State this 13th day of July, A. D., 1981.

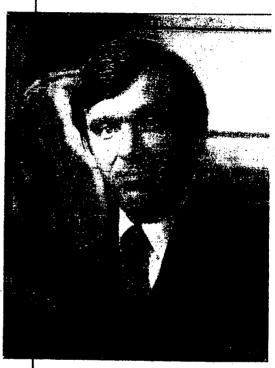


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Sonrol Beard

Hispanic Business Week August 9-15, 1981

John Carlin Governor of Kansas



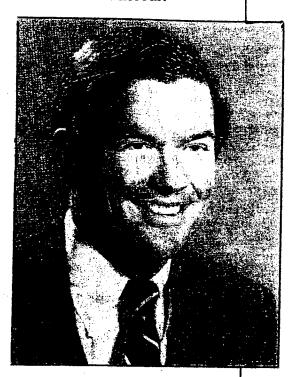
The 40th Governor of Kansas, John Carlin was inaugurated January 9, 1979. During his eight years service in the Kansas House of Representatives (1971-79), Governor Carlin was Minority Leader (1975-77). As Speaker of the House (1977-79), he was the first Democrat elected to that post in 64 years.

Governor Carlin is a member of the National Governors' Association, and is Chairman of the NGA Committee on Agriculture. The Governor is Vice Chairman of the Midwestern Governors' Conference. He is Immediate Past Chairman of the six-state High Plains Study Council.

STATE OF MISSOURI

Hispanic Business Week, August 9-15, 1981

Kit Bond Governor of Missouri



Christopher S. "Kit" Bond, 42, graduated in 1960 from the Woodrow Wilson School of Public and International Affairs at Princeton. He earned a law degree from the University of Virginia in 1963.

As the 47th governor of Missouri, at age 33, Bond was the youngest governor in the nation and in the history of Missouri. During that time, 1973-1977, he was chairman of the Economic and Community Development Committee of the National Governors Conference and chairman of the Midwest Governors Conference.

In 1980, Bond was elected to a second term as governor of Missouri.

Proclamation: Office of the Governor State of Missouri WHEREAS, the U Commerce will hold its August 13-15, 1981; and

WHEREAS, the United States Hispanic Chambers of Commerce will hold its annual convention in Kansas City, August 13-15, 1981; and

WHEREAS, this year's convention marks the second annual meeting of the United States Hispanic Chambers of Commerce; and

WHEREAS, the Hispanic business sector is working to build an economic and cultural bridge between the United States and other countries of the western hemisphere to strengthen commercial relationships; and

WHEREAS, Hector Barreto, a Kansas City, Missouri businessman, serves as president of the United States Hispanic Chambers of Commerce; and

WHEREAS, the 1981 convention is expected to attract 500 Hispanic businessmen from throughout the United States:

NOW, THEREFORE, I, CHRISTOPHER S. BOND, GOVERNOR OF THE STATE OF MISSOURI, do hereby proclaim the week of August 9-15, 1981, as

UNITED STATES HISPANIC CHAMBERS OF COMMERCE WEEK

in Missouri.

IN TESTIMONY WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, this 16th day of July, 1981.



Chickether & Lond

ATTEST:

SECRETARY OF STATE

KANSAS CITY, MISSOURI

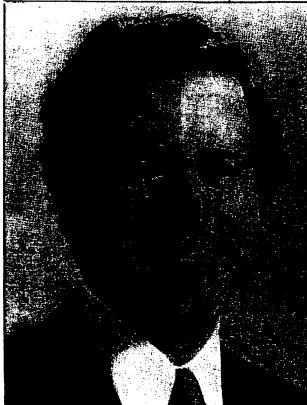
Hispanic Business Week August 9-15, 1981

RICHARD L. BERKLEY, Mayor



CITY OF KANSAS CITY, MISSOURI

RICHARD L. BERKLEY MAYOR



A native Kansas Citian, Dick

Berkley earned BA and MBA degrees from Harvard College. He serves as Treasurer of the Tension

Berkley has served on the KCMO City Council since 1969 and was elected Mayor in April 1979. As City Councilman and now as Mayor, he fostered communications between his constituents and government by holding regular neighborhood

town hall meetings (over 108 to date) where citizens can ask questions about city government.

Envelope Corporation.

PROCLAMATION

WHEREAS, the United States Hispanic Chamber of Commerce ves to encourage the Hispanic people to take a more active al, economical, and political role, as well as to exchange is and information for the general benefit and commercial rest of Hispanic communities across the United States; and

WHEREAS, the United States Hispanic Chamber of Commerce essents over 250,000 Hispanic owned businesses from all s of the country; and

WHEREAS, on August 12-15, 1981, the Second Annual National vention and Trade Fair, sponsored by the United States vanic Chamber of Commerce, will take place at Crown Center al in Kansas City, Missouri; and

WHEREAS, the 1981 Convention and Trade Fair will provide brum for Hispanic business persons to come together with the pers of the public and private sectors to discuss new concepts the latest technological advances, and to stimulate, encourage, promote cooperation and friendly exchanges among businessmen:

NOW, THEREFORE, I, RICHARD L. BERKLEY, Mayor of Kansas City, souri, by the powers vested in me as Mayor, do hereby proclaim days of August 13-15, 1981, as a period of special gnition for

THE UNITED STATES HISPANIC CHAMBER OF COMMERCE

on behalf of the people of Kansas City, Missouri, I welcome the guests and delegates to the Second Annual Convention and Trade Fair and extend our best wishes on a successful and productive meeting.

Done this 17th day of July, 1981.



Ruled Bully
Richard L. Berkley - Mayor

KANSAS CITY, KANSAS

Hispanic Business Week August 9-15, 1981

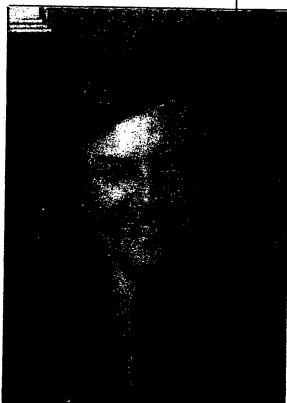
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REAS.

REAS -

THEREFORE,

JOHN E. "JACK" REARDON Mayor



Jack Reardon, one of the youngest mayors of a major city in the United States, was born in Kansas City, Kansas, into a political family. His father served as Wyandotte County Commissioner for 17 years.

The 37-year-old Reardon served as Wyandotte County Register of Deeds from 1972 until his election as mayor in 1975. In 1979, Reardon was re-elected to the city's top post with an amazing 70 percent of the vote in this community of varied ethnic neighborhoods.

Reardon is President of the Kansas League of Municipalities and in 1977 he was named Outstanding Young Kansan by the Kansas Jaycees.

PROCLA MATION

THE HISPANIC BUSINESS COMMUNITY, BOTH NATIONALLY AND LOCALLY, HAS ACHIEVED A TREMENDOUS RECORD OF PRODUCTION, MANPOWER UTILIZATION AND MANAGEMENT; AND

THE NUMBER OF HISPANIC-OWNED BUSINESSES IN THE NATION HAS INCREASED MARKEDLY IN THE PAST 10 YEARS, AND NOW ACCOUNTS FOR OVER \$10.4 BILLION IN RECEIPTS; AND

LOCALLY-OWNED HISPANIC BUSINESSES AND THE LOCAL HISPANIC WORK FORCE REPRESENTS A SUBSTANTIAL ELEMENT IN THE ECONOMIC DEVELOPMENT OF OUR CITY; AND

WE SALUTE THE UNITED STATES HISPANIC CHAMBER OF COMMERCE, FOUNDED IN 1979 TO STRENGTHEN AND EXPAND THE HISPANIC BUSINESS COMMUNITY FOR THE BENEFIT OF OUR CITY'S AND THE NATION'S ECONOMY.

I. JOHN E. REARDON, MAYOR OF THE CITY OF KANSAS CITY, KANSAS, DO HEREBY PROCLAIM THE WEEK OF AUGUST 9-15, 1981

HISPANIC BUSINESS WEEK

IN KANSAS CITY, KANSAS, AND URGE ALL CITIZENS TO PAY TRIBUTE TO OUR HISPANIC BUSINESS COMMUNITY.

IN WITNESS WHEREOF, I HAVE HERE-UNTO SET MY HAND AND THE SEAL OF THE CITY OF KANSAS CITY, KANSAS, THIS 14TH DAY OF JULY, 1981.

JOHN E. REARDON: MAYOR



USHCC: STATEMENT OF PURPOSE

Goals

- 1. To promote Hispanic business both domestically and internationally.
- 2. To promote and enhance the well-being of the U.S. Hispanic community.

Strategy The USHCC strategy for accomplishing its goals encompasses specified objectives. While the scope of this statement limits our ability to go into

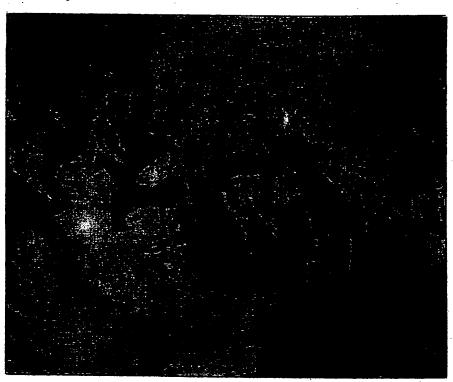
complete details, the USHCC considers the following objectives its primary lines of focus.

ECONOMIC OBJECTIVES

We recognize the strides made in the past 10 years. The USHCC considers it a primary function not only to maintain the current level of growth but also to expand opportunities which will allow for accelerated growth in the future.

The USHCC will expand to:

- 1. Provide access by opening doors to corporate America and to develop dialogue and better communications.
- 2. Develop opportunities for more joint ventures between the Hispanic and non-Hispanic corporate communities.
- 3. Assist the public and private sectors to enter into partnerships resulting in increased availability of venture and operating capital for Hispanic businesses.
- 4. Expand our participation in international trade. The USHCC will build upon the common bonds of language and culture to actively promote trade between the Hispanic American business community and our Latin American counterparts.



POLITICAL OBJECTIVES

- 1. USHCC intends to develop a unified political base by organizing the leaders of the Hispanic business community and by working in concert with other Hispanic leaders and organizations. The political base should serve as the vehicle for addressing those issues common to the entire Hispanic community. By developing common interests, the USHCC and other influential Hispanic organizations will form themselves into an effective interest group speaking for the entire Hispanic community in general, and for the Hispanic business community in particular.
- 2. Develop access to the administrative and legislative branches of government.
- 3. Work with the Congress to draft and pass legislation favorable to Hispanic business.

USHCC: STATEMENT OF PURPOSE

SOCIAL COMMITMENT

The social growth, development and well-being of the Hispanic community is of primary concern to the USHCC. It is acutely aware of the intimate interdependence between economic-political and social growth and development. As the USHCC develops more influence in the corporate and public sectors, increased opportunity will arise for all Hispanics. The USHCC will continue to:

- 1. Develop access in the public and private sectors to insure a higher level of sensitivity in their programs.
- 2. Promote programs of education designed to directly impact and develop Hispanics in business and the professions.
- 3. Promote Hispanic employment at all levels in all sectors.
- 4. Work with labor and management to assure better working conditions for all Hispanics.

The USHCC, as a viable national business organization will continue to work for active government, corporate and foundation participation in the Hispanic community.



Frank Tebeck and Sal Gomez, two of the many volunteers involved in planning and executing the convention and the other activities of USHCC, discuss logistics in an all-day session in Kansas City.

Organizational Objectives

Given the tremendous achievements of the USHCC in just two brief years, the future of the Chamber is bright.

Our continued growth as a national organization will require the following:

- 1. Expand our organizational development to include three major regional meetings and a convention annually.
 - 2. Expand USHCC capability nationally to include:
 - Work with the national and state executive and legislative bodies of government;
 - Develop a monthly printed information document and a business hotline and bulletin;
 - Expand membership;
 - Assist in development and growth of local chambers;
 - Conduct research for the Hispanic business community;
 - Undertake fund raising for the locals and national chambers.
 - 3. Corporate Friends of the Chamber

Develop activities to cement friendships for USHCC among non-Hispanic corporate executives. The Corporate Friends function will serve an important public relations role by expanding the USHCC presence in Corporate America and resulting in the formation of a Board of Corporate Advisors.

4. Government Friends of the Chamber

A concerted effort will be made to inform legislators and agency officials at all levels of government of Hispanic business needs. The resulting Board of Government Advisors will serve the entire Hispanic community.

USHCC: ACHIEVEMENTS

Background

In 1975, a few dedicated Hispanic businessmen decided to test the strength of a common language and common purpose to form a national Hispanic business network. After meeting informally for a few years, representatives of Hispanic Chambers of Commerce from four states incorporated the U.S. Hispanic Chamber of Commerce (USHCC) on July 6, 1979.

Forming the USHCC provided the Hispanic business community with an organization for strength, cohesion and information-sharing capabilities. It also provided a medium for Hispanic business leaders to share their vision, to map out a strategy to remedy economic and business ills, and to gain the political and economic access necessary for a stronger Hispanic business community.

Fully cognizant that the depressed financial and social condition of vast numbers of Hispanic people can be attributed to our historical lack of access to the nation's economic, political, and policy-making centers, the USHCC first sought to develop avenues for the access Hispanics heretofore had been denied.

The tremendous growth of the USHCC, in just two years, proves the viability of the organization and the talent and dedication of its leaders. Now the USHCC comprises 135 local chambers in 19 states with a total of 26,000 members. Such dramatic expansion has occurred in spite of substantial obstacles, most notably those of time and money.

The achievements of the USHCC over the past two years can be categorized in terms of political access gained, corporate access achieved, expansion of international trade capabilities, and the social impact of the USHCC on the Hispanic community as a whole.



Mexico's Commerce Secretary de la Vega Dominguez meets USHCC delegation.



Barreto, Salinas Lozano, Cardenas and Rivera discuss trade expansion with Mexico.

Expansion of International Trade

- The USHCC is an acknowledged leader in international trade circles, and its leaders receive numerous invitations from Mexico and other Latin American countries to participate in conferences, conventions, and international trade fairs.
- Chamber leaders recently met with government and corporate heads in Mexico. Leaders in that country have recognized the USHCC as a national Hispanic unifying organization and have expressed keen interest in working with us to promote international trade between Mexico and the U.S.
- President Reagan has acknowledged the value of the Hispanic business community working closely with our Latin American counterparts in order to develop new and expanded markets for U.S. products.

USHCC: ACHIEVEMENTS

Economic Gains

- In 10 years, the U.S. Hispanic business community has grown substantially to 250,000 firms, representing a 53 percent increase in the past five years;
- \$12 billion annual receipts account for 75 percent more than five years ago;
- More than 400 Hispanicowned firms record annual sales in excess of \$1 million:
- In 1977, Hispanics owned 5,600 manufacturing firms with total annual receipts of \$882 million. The total number of such firms increased 48 percent between 1972 and 1977.
- Of the top 100 Hispanic businesses in the U.S., 40 have been founded since 1970 and show a 1980 sales total of nearly \$3 billion.
- The 57 Latino-owned financial institutions recorded 1980 total assets of \$1.9 billion and total deposits of \$1.5 billion. Fully 92 percent were founded or acquired since 1970.
- Records show an 85 percent increase in "service" firms owned by Hispanics between 1972 and 1977.
- Hispanic household purchasing power has increased 23 percent in the past 10 years, as contrasted by a four percent gain for the general U.S. population. Hispanic purchasing power stands today at \$50 billion.



Pedro Garza, Executive Director of SER National; Hector Barreto, USHCC; Jose Cano, National G.I. Forum President; and Wilma Espinoza, President of the Mexican American Women's National Association join President Reagan, Elizabeth Dole and other Hispanic and government leaders at February 1981 White House luncheon. Association leaders quickly responded to the USHCC efforts to meet together with the new President.

Political Access

- The USHCC exchanged its political support of Reagan/Bush for the administration's commitment to make available more ecomic opportunity for Hispanics.
- At President Reagan's invitation, the USHCC quickly convened a White House meeting of the presidents of 135 local Hispanic Chambers of Commerce to endorse the administration's Economic Recovery Program.
- The USHCC has actively and successfully supported a number of Hispanic appointments to key government positions, in keeping with the USHCC's philosophy of providing more sensitivity and access in government.

Corporate Access

- The USHCC has joined in a cooperative effort with Armco, Inc. and the U.S. Chamber of Commerce Foundation to develop a plan to study and develop a profile of the U.S. Hispanic business community and its longrange needs. The study will determine how the two national chambers can work together most effectively.
- Armco, Inc. and its chairman, C. William Verity, Jr., have accepted leadership roles in promoting the USHCC. Armco's contributions of critical financial and human resources have strengthened the USHCC.
- Miller Brewing Co., through its President William Howell and its staff, has demonstrated its commitment and support through generous contributions of financial and human resources to the USHCC.

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Us.

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Spotlight on Success: Tony Macias



Antonio P. Macias President AMCO Tool & Die

At 19 years old, Antonio P. Macias come to the U.S. with \$5 in his pocket in search of a better job. Today, 44-year-old Macias owns a major machine manufacturing company in San Antonio with 32 employees.

"In spite of all the obstacles I had to go through," he said, "I made it."

And he made it on his own without the SBA and without loans. In addition to the tiny bankroll, Macias brought to the U.S. his solid experience as a machinist, gained in his hometown of Monterrey. Working with his father and with night-school training, he knew that he had found his field.

"As soon as I started giving the metal its different shape," he said, "I knew I was on the right track."

In this country, Macias quickly advanced in spite of his early lack of knowledge of English. "The drawings are the same in any country and I used a dictionary to learn the symbols," he said.

After several years in Los Angeles and Texas perfecting his trade, Macias decided to go into business for himself in 1968. Waiting for small business loans from banks and the government (which never materialized) proved disastrous and Macias' business failed in its first year.

But Tony Macias' dream didn't fail—he learned from experience. By 1974 he had saved \$12,000 and decided to try again. He opened AMCO Tool & Die with rented space and used, installment-plan machinery. With no employees, he worked long hours.

Between 1977 and 1979, the contracts grew to more than \$500,000 annually.

"Because of the bad experience I had trying to start my own business," Macias said, "I decided to help others so they won't have the same problems."

Macias' help took the form of an organization he formed in 1976, the Alamo Area Contractors Association. Now consisting of 26 small business contractors, AACA was formed by Macias to help small businesses become aware of programs and opportunities available to them.

"I firmly believe that the only way to get ahead is to unite and learn to work together."

- Tony Macias

EMPLOYMENT BULLETIN

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WITH THE DEPARTMENT OF THE ARMY

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 realignment.
- Civilians employed by Army have the opportunity to participate in the Army Managerial Development Group Program which provides developmental assignments and training in the most advanced management techniques.
- Civilians employed by Army will have the opportunity to advance to higher level positions within the Agency. Using merit principles of selection and promotion, the agency will assist you in your advancement efforts through Army's Career Management System.

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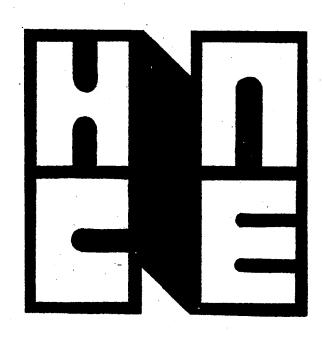
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All citizens can help shape laws, regulations and policies of their government. Here are some guidelines for communicating with your Representative or Senator:

- 1. Contact his/her district office or state office or respective Washington offices of your Senator or Representative.
- 2. Identify yourself and your business and location.
- 3. Ask for the administrative assistant or legislative assistant who has jurisdiction over the legislation or regulations in which you are interested.
- After speaking with the assistant, follow up with a letter explaining your position in the following suggested way:
 - a. Identify the issue clearly and concisely.
 - b. State your supporting facts.
 - c. Indicate what action you are requesting.
 - d. Express your appreciation for their assistance.
 - e. Write your letter on one page, if possible.
- 5. If you are a member of a professional or trade association, you may first wish to contact your association's Washington governmental or legislative staff counsel in order to ind out what the association is doing in the areas in which you are interested.

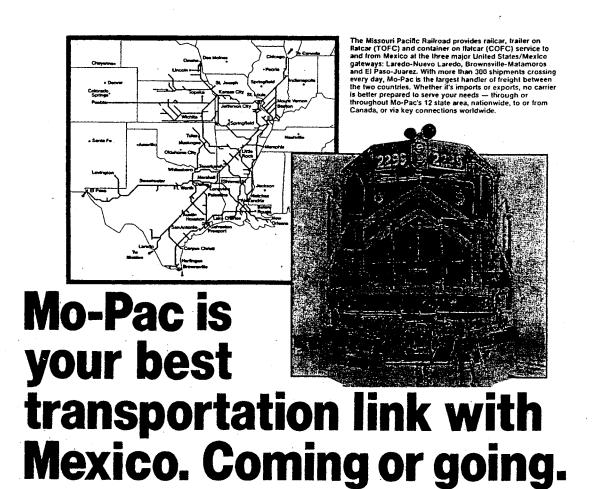
THE LEGISLATIVE PROCESS

Specific stages at which you can introduce your views with greatest effect are marked with

- 1. *Awareness. You can propose new legislation to your Senators or Representative at any time. You can give your comments on proposed legislation.
- 2. A bill is drafted and introduced in Congress. It is given a number, and its title and sponsors are published in the Congressional Record. You can obtain a copy of the bill by requesting it from the Superintendent of Documents, Government Printing Office, Washington, D.C.
- 3. The bill is assigned to a committee and may be further assigned to a subcommittee.
- 4. *Public hearings are held by the subcommittee or full committee. Your views can be presented during the hearings individually, through a small business organization to which you belong, or by written statements. This is done by contacting the committee or subcommittee prior to the hearing and requesting that the individual or group be put on the agenda to present its views.
- When hearings are ended, a document on the hearings is made available to those who request copies.
- The committee then votes on the bill as amended and reports it to the House or the Senate. The bill is then placed on the calendar.
- 7. When the bill reaches the floor of the House or the Senate, the full House or Senate membership can debate it. At this stage the bill may be further amended, referred back to committee, or voted up or down.
- 8. When a bill is passed by the House or the Senate, it is referred to the other body for concurrence. On an important measure, the other body will also go through the process of committee hearings—in which your views can be presented again, as above—and then have a floor debate on the measure.
- 9. If there are significant differences between the House and the Senate versions of the bill, an ad hoc conference committee is appointed by the President of the Senate and the Speaker of the House to resolve the differences.

- 10. When the bill has been passed by both Houses, the Office of Management and Budget examines it for consistency with the President's program, and then sends it to the President for his signature or veto.
- 11. After the bill is signed, it becomes a Public Law and goes to an Executive Department, Independent or Regulatory Agency or Commission for implementation. The agency then works out the details of how the legislation will be carried out.
- 12. The agency develops regulations by researching the problem and by talking with Members of Congress, to the agency's constituents, and to other state and federal officials. Then a Notice of Proposed Rulemaking is published in the Federal Register. You can offer your input at this stage by communicating your views to the General Counsel's office of the agency.
- 13. *During the time permitted for comment on the Proposed Rulemaking you can make your views known by filing written comments or by taking part in public hearings. The agency is required by law to take all comments into consideration.
- 14. The regulation is then made and published in final form in the Federal Register.
- 15. "If it is found that the regulation is not consistent with the agency's statutory and policy directives from Congress, or did not act within the authority delegated to it by Congress, or does not follow approved procedures, or acts arbitrarily or capriciously, it can be challenged in court.
- 16. Judicial review is costly and requires the assistance of experts. If a regulation is challenged and prevails, it is published in the Code of Federal Regulations and becomes the equivalent of law.

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HISPANIC CAUCUS

Six members unite in U.S. Congressional Hispanic Caucus

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Solar America, Inc. 2620 San Mateo, N.E. Albuquerque, NM 87110 (505) 883-0959

Ed L. Romero, President

Despite a significant increase in voter participation among Hispanics,

there remain many communities with large minority populations and no minority representation on important decision-making bodies such as the school board and the city council. It is significant to note according to the U.S. Congressional Hispanic Caucus:

- There are no Hispanics in the U.S. Senate.
- There are only six Hispanics in the U.S. House of Representatives
- In California, where
 Hispanics make up almost
 20 percent of the state's
 population, there are only
 three state senators, and
 four state assemblymen.
- In Los Angeles, where Hispanics make up onethird of the population, there are no Hispanics on the city council, the school board or the board of supervisors.
- In Texas, with a Mexican American population of approximately 20 percent, Mexican Americans make up only 12 percent of the state legislators, only 5.6 percent of all city council members and only 6.6 percent of all school board members.
- Between the 1976 and 1980 elections, Hispanic registration nationwide increased 30 percent and turnout increased 19 percent.

POLITICAL REPRESENTATION

U.S. House of Representatives Committee on Small Business

Jurisdiction: (1) Assistance to and protection of small business including financial aid; (2) Participation of small-business enterprises in Federal procurement and Government contracts. In addition to its legislative jurisdiction under the preceding provisions of this paragraph (and its general oversight function under clause 2(b)(1) of House Rules) the committee shall have the special oversight function provided for in clause 3(g) of House Rules with respect to the problems of small business.



Parren J. Mitchell, Chairman U.S. House of Representatives Committee on Small Business

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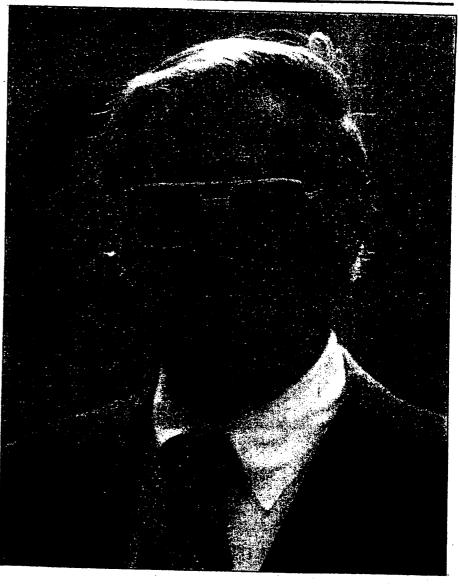
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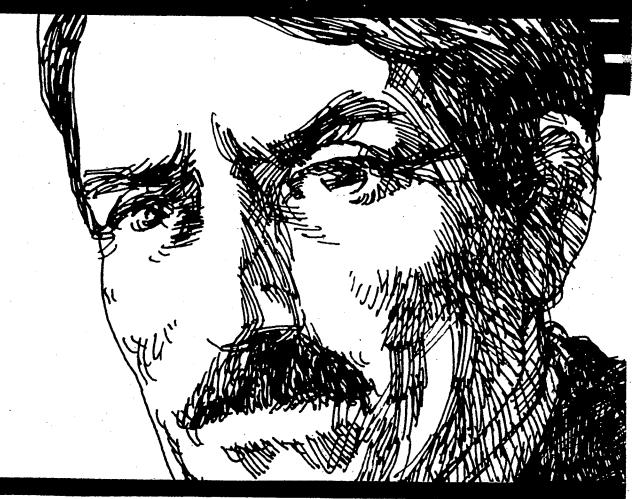
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HENRY ZUNIGA Management Growth, Inc.

Henry Zuniga has spent over twenty years promoting Hispanic business development. As the former Dallas Regional Director of the Office of Minority Business Enterprise (OMBE), he administered all minority business development activities in an eleven-state region. He served on OMBE's Board of Directors and contributed to policy development for the entire agency.

Prior to directing the Dallas Regional Office of OMBE, Zuniga served as a Special Assistant to the Director in Washington where, in addition to developing and administering policies on contract/grant procedures, he represented the Director on the Special Task Force created to direct the decentralization of OMBE in 1973.

Zuniga left OMBE in 1980 to direct the field staff of the Hispanics for Reagan-Bush National Committee. Following the campaign, Zuniga was the first Hispanic named to head a transition team. He then served in the White House personnel office, where he worked to promote Hispanics into key administration positions.

Zuniga is currently Vice President of Market Growth, Inc., in Washington, D.C., where he continues to promote Hispanic entrepreneurship in the private sector.

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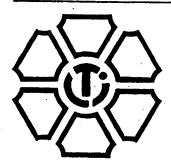
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Spotlight on Success: Manny Rodriguez

Manny Rodriguez exemplifies the many successful Hispanic business owners who devote their time and money to national associations, helping others learn and develop their businesses.

Always an entrepreneur, Manny began very young as a shoeshine boy. Though in his mid-20's he owned a tavern, he wanted to own a business in the construction field, in which he has worked for 15 years.

In early 1977, he founded R&D Piping, Heating & Plumbing, Inc., located in the steeltown of Gary, Indiana. Within two years, R&D showed a substantial profit.

As 1979 Winner of Chicago Economic Development Corporation's Bronze Hard Hat Award, Manny Rodriguez accepted the praise of his peers. He advises future minority entrepreneurs to educate themselves constantly by taking advantage of seminars, programs and workshops offered by various organizations. "If you don't," he said, "you'll have no right to cry. You have to hustle, and stand on your own quality work."

"And don't use discrimination



Manuel Rodriguez
President, Hispanic American
Construction Industry
Association (HACIA).
Chairman, National Hispanic
Association of Construction
Enterprises (NHACE).

as an excuse," he said. "It's only a psychological threat."

"Si no gritas, no te oyen."
"If you don't holler, nobody will hear you."

Manny Rodriguez' work sets a fine example. It hollers for him.

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- 1. **Goya Foods, Inc.,** canned food manufacturer of Secaucus, New Jersey. *Jose Unanue*.
- 2. **Diaz Enterprises, Inc.,** family merchandising centers, Rio Grande City, Texas. *Pedro Diaz, Jr.*
- 3. Coast Citrus Distributors, wholesale produce distributors, San Diego, California. Robert R. Alvarez.
- 4. H & H Meat Products Co., Inc., meat packers, Mercedes, Texas. Liborio E. Hinojosa.
- 5. **Sedano's Supermarkets, Inc.**, supermarkets, Miami, Florida. *Manuel A. Herran*.
- 6. **The Gallegos Corp.,** designers and general contractors, Santa Ana, California. Rudy E. Gallegos.
- 7. Gator Shoe Corp., manufacturer of athletic footwear, Hialeah, Florida. Guillermo Miranda.
- 8. American International Container, Inc., distributor of glass and plastic bottles containers, Miami, Florida. Frank Wheaton.
- 9. The Service Machine Group, Inc., steel fabricators for offshore oil industry, Morgan City, Louisiana. Julian E. Fernandez.
- 10. Centeno Super Markets, Inc., supermarkets, San Antonio, Texas. Eloy Centeno.
- 11. **LRF Developers, Inc.,** housing development, Bronx, New York. *Francisco Lugovina*.
- 12. American Metals Service, Inc., distributors of aerospace metals, Hialeah, Florida. Armando Riesgo.
- 13. Santos Enterprises, Inc., retail merchandising centers, El Paso, Texas. Joe Santos.

Spotlight on Success: Ninfa Laurenzo

Widely recognized as one of the most successful Hispanic business women in the country, Ninfa Laurenzo is committed totally to helping create economic opportunities for other Hispanics. Her success sets an excellent example for others.

Having grown up in Harlingen, Texas, Mrs. Laurenzo spent 20 years with her late husband, Thomas, rearing five children and helping operate the family foodmanufacturing business, Rio Grande Food Products.

When Thomas Laurenzo died in 1969, the business became his wife's full responsibility: Ninfa guided it and her family through several hard years of increased regulation and decreased profits.

In 1975, the family made a joint decision to risk opening its own restaurant, Ninfa's Tacos Al Carbon. Despite several rejections by funders for capital, Ninfa and her family persisted. Fifteen-hour working days were routine, as is so often the case in new ventures.

Ninfa's goal, after her first restaurant experienced phenomenal success, was to open a new location each year. She



Ninfa Laurenzo President Ninfa's Tacos Al Carbon

has done just that—until last year, when three new Dallas restaurants were launched in one year. Now Ninfa's name is seen in Houston, San Antonio, Dallas and Los Angeles.

Known as a generous and warm-hearted woman by her business associates and employees, Ninfa remains close to her family, even with expanding demands of the business and her extensive public service commitments.

- 14. Wise, Lloyd A., Inc., automobile dealership, Oakland, California. Anthony A. Batarse, Jr.
- 15. Roubin & Janeiro, Inc., construction, specializing in stone masonry, Merrifield, Virginia. Angel Sieiro Roubin.
- 16. Julian Garcia's Auto Dealership, automobile dealerships, Albuquerque, New Mexico. Julian Garcia.
- 17. Amex Steel Corporation, scrap broker, Corpus Christi, Texas. Richard Perez.

- 18. Master Craft Industries, Inc., manufacturer of wood kitchens and bath vanities, Denver, Colorado. Cecil J. Hernandez, Sr.
- 19. Metro Spanish Food Merchants Coop, Inc., food wholesaler, Bronx, New York. John Torres.
- 20. Azteca Milling Company, distributor and manufacturer of Mexican food, City of Commerce, California. Roberto Gonzalez Barrera.

TOP 50

Nuestro Business Reviews Top 50 Latino Businesses

- 21. Cophresi Travel Corp., travel publishing, Bronx, New York. Nick Lugo, Jr.
- 22. Sanchez-O'Brien Oil & Gas Corporation, oil and gas producer and explorer, Laredo, Texas. Antonio R. Sanchez, Sr.
- 23. Jimenez Food Products, Inc., manufacturer of Mexican foods, San Antonio, Texas. Raul Jimenez, Sr.
- 24. Petroleum Energy
 Equipment Corp., distributor of oil
 field pipe, equipment and supplies,
 Dallas, Texas. Samuel A. Moreno.
- 25. Condal Distributors, Inc., wholesale distributor of food, beer and wine, Bronx, New York. Manuel B. Fernandez.

- 26. La Reina, Inc., manufacturer of processed prepared food, Los Angeles, California. Mauro P. Robles
- 27. El Fenix Corporation, Mexican restaurants, Dallas, Texas. Gilbert Martinez.
- 28. Ninfa's, Inc., Mexican food restaurants, Houston, Texas. Ninfa R. Laurenzo.
- 29. Abbott Group, Inc., steel service center, Cicero, Illinois. Nelson Carlo.
- 30. Amex Systems, Inc., manufacturer of electronic equipment and systems, Hawthorne, California. Manuel R. Caldera.
- 31. Siboney International Co., manufacturer of fertilizer; trucking and export business, Belle Glade, Florida. Enrique J. Tomeu, Jr.
- 32. **Garren International, Inc.,** wholesale exporters, Medley, Florida. *Tony Garrido*.

- 33. Bagwell Coatings, Incorporated, metal coating, corrosion resistant lining systems, Baton Rouge, Louisiana. Luis J. Gonzalez.
- 34. **Iberia Foods Corp.**, food importers and distributors, Brooklyn, New York. *Jesus Garcia, Jr.*
- 35. Nortown Olds, Inc., automobile dealership, Skokie, Illinois. Julius Alvarez.
- 36. **Komfort Industries, Inc.,** manufacturer of travel and 5th-wheel trailers, Riverside, Calif. and Portland, Oregon. *Manuel Caravia*.
- 37. La Cena Fine Foods, Ltd., food importers and distributors, Saddle Brook, New Jersey. Vicente P. Puig, Jr.
- 38. Avanti Press, Inc., creative photography and printing, Opa-Locka, Florida. Joe R. Arriola.

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PYROGRAPHICS

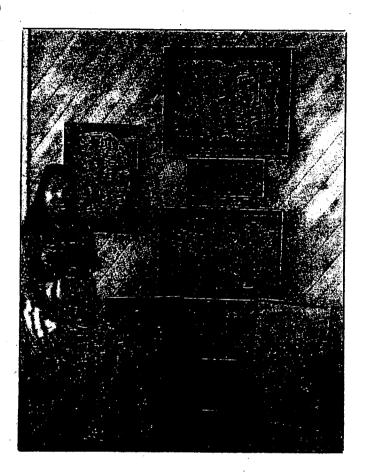
An Ancient Hispanic Artform

Revived by Uxmal

"Art, artist and observer: Behind them there is only beauty, which is the source of all interest? says Uxmal (oosh-mal), Guatemalan artist who combines an ancient art form and Mayan motifs in a contemporary approach. Her pyrographics utilize Mayan expressions as a basis for the intricate designs that symbolize, she says, "universal themes of humanitarian interest."

Lixmal, who now lives in Olathe, is the art name of Anabella Pena, whose ancestors were Mayan; she became interested in Mayan art and civilization while studying architecture, and turned to pyrographics.

Pyrographics is an ancient medium, first used during the classic period of Mayan artistic civilization (from which Uxmal draws her art name, the name of a Mayan city, and her motifs). It died out and was revived by the Spaniards during their conquest, and has been used by artisans in Guatemala for rustic decoration. For Uxmal it has become a fine art medium and her work has attracted considerable attention both here and at prestigious galleries in Guatemala.



Pyrographics is a two-dimensional graphic composition formed by applying heat to stretched leather. The leather is prepared by hand by Guatemalan natives before Uxmal carefully creates designs with a heated pyrograph.

The artform allows a dialogue between past and present, by giving us a glimpse of Mayan intellect and interpreted by an artist of today. Uxmal P.O. Box 684 Olathe, KS 66061 (913) 764-0958

H07946

"The tree of progress will bear the fruit of dynamic accomplishment if we stand together."

-Uxmal

TOP 50

- 39. Inca Metal Products
 Corporation, manufacturers of steel storage products, Lewisville, Texas.
 Edward M. Quintana.
- 40. Nuclear Pharmacy, Inc., prepares and distributes radio pharmaceuticals, Albuquerque, New Mexico. Robert L. Sanchez.
- 41. Cayre Industries, Inc., recording industry, New York, New York. *Joe Cayre*.
- 42. Gulfstream Steel Corp., distributor of structural steel, pipe, valves and fittings, Miami, Florida. Ramon Lorido.
- 43. Ramona's Mexican Food Products, Inc., manufacturer of Mexican food, Gardena, California. Ramona Acosta Banuelos.

- 44. Space-Craft
 Manufacturing, Inc., manufacturer
 of precision parts for jet aircraft,
 Milford, Connecticut. John Soto.
- 45. Electro-Florida
 Corporation, retailer and exporter of electronic equipment, Miami, Florida. James Nahon.
- 46. **Baca Motors, Inc.,** automobile dealership, Mountain Air, New Nexico. *Ruben A. Baca*.
- 47. Star/Adair Insulation, Inc., insulation contractor, manufacturer and supplier, Odessa, Texas. Ignacio Cisneros.
- 48. Castor Spanish International, Inc., advertising, New York, New York. Castor A. Fernandez.

- 49. Church & Tower of Florida, Inc., building contractor for telephone company, Miami, Florida. Jorge Mas Canosa.
- 50. **Jet Air, Inc.**, metal fabrication, El Cajon, California. *George T. Straza*.

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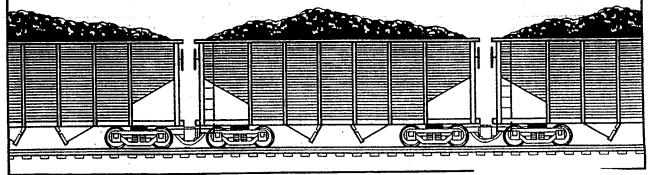
Thanks to some far-sighted thinking more than 30 years ago, over 90 percent of the electricity Kansas City Power & Light Company generates comes from coal. And we'll have the coal, thanks to our long-term coal contracts.

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PRIVATE RESOURCES

National Associations Helping Small Businesses

There are many organizations throughout the nation which represent small business interests. The following list of general small business organizations is by no means exhaustive but does represent several of the major organizations which deal with the Federal government on a regular basis.

Council of Small Enterprises (COSE)

690 Union Commerce Building Cleveland, Ohio 44115

Executive Vice President: Michael Benz

(216) 621-3300

Independent Business Association of Wisconsin

7635 Bluemound Road Milwaukee, Wisconsin 53213

President: William Grady (414) 258-7055

National Association of Small Business Investment Companies (NASBIC)

618 Washington Building Washington, D.C. 20005

Chairman: Barry M. Davis (202) 638-3411

President: Walter Stults

National Business League (NBL)

4324 George Avenue, N.W. Washington, D.C. 20011

President: Theodore R. Hagans, Jr. (202) 829-5900

National Federation of Independent Business

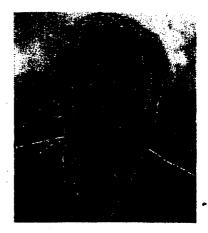
Suite 3206, 490 L'Enfant Plaza East, S.W.

Washington, D.C. 20024

President: Wilson Johnson (415) 341-7441

Director of Federal Legislation:

James D. "Mike" McKevitt (202) 554-9000
*at National Headquarters, San Mateo, California



ESTEBAN E. TORRES
IEDC President &
Chairman of the Board

Former Special Assistant to the President, White House 1979-81; U.S. Ambassador to UNESCO, Paris, France 1977-79

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IEDC representatives in: Caracas, Buenos Aires, London, Los Angeles, Mexico City, New York, Paris, Rio de Janeiro, Tokyo.

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National Small Business Association (NSBA)

1604 K Street, N.W. Washington, D.C. 20006

President: Herbert Liebenson (202) 296-7400

Smaller Business Association of New England (SBANE)

69 Hickory Drive

Waltham, Massachusetts 02154

President: Peter Webster (617) 890 9070 Executive Vice President: Lewis A. Shattuck

New York Association of Small Business Councils

c/o Buffalo Area Chamber of Commerce

107 Delaware Avenue

Buffalo, New York 14202

President: H. Michael Stroh (716) 849-6677

Smaller Manufacturers Council (SMC)

339 Boulevard of the Allies

Pittsburgh, Pennsylvania 15222

President: Elmer Cox (412) 391-1622

Executive Vice President: Leo McDonough

Center for Small Business

Chamber of Commerce of the United States

1615 H Street, N.W. Washington, D.C. 20062

Director: Ivan Elmer (202) 659-6180

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Agricultural Chemicals Division Kansas City, Missouri

Roberto Cervera Rojas, Architects

902 Southwest Boulevard Kansas City, Missouri

CAMP FIRE, Inc.

4601 Madison Avenue Kansas City, Missouri

Mexi-Frost, Mr. Gonzalo Armendariz

37 Grand Avenue Brooklyn, New York

Latin American Manufacturers Association (LAMA)

311 Massachusetts Avenue, N.E.

Washington, D.C. 20002

President: Stephen Denlinger (202) 546-3803

National Association of Black Manufacturers

1910 "K" Street, N.E.

Washington, D.C. 20006

President: Eugene Baker (202) 785-5133

National Association of Women Business Owners

500 N. Michigan, Suite 1400

Chicago, Illinois 60611

President: Susan Cavanaugh (312) 661-1700

National Minority Purchasing Council

1500 Broadway, 30th Floor, Suite 3001

New York, New York 10036

Executive Director: Margaret Z. Richardson

(212) 944-2430

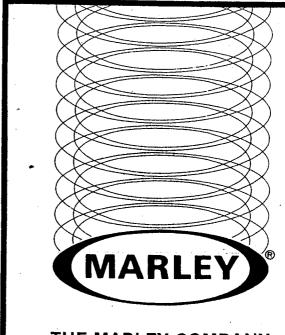
National Director: Joan Oglio

Minority Enterprise Small Business Investment Companies

915 15th Street, N.W.

Washington, D.C. 20005

President: P. D. Jacobs (202) 347-8600



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FEDERAL CONTACTS

Federal Offices of Small and Disadvantaged Business Utilization: Your Contact for Small Business Needs

*Direct Contact Person

MAJOR DEPARTMENTS AND AGENCIES

Agency for International Development

Raymond C. Malley, (202/235-1822) Director, OSDBU Room 661, SA-14 Washington, D.C. 20523 *Jerome Patterson (235-2274)

U.S. Department of Agriculture Preston A. Davis, (202/447-7117) Director, OSDBU 14th & Independence Avenue, S.W. Room 127-W, Administration Building Washington, D.C. 20250 *Belinda Ward (447-7117)

U.S. Department of Commerce William Wheeler, (202/377-1472) Director, OSDBU Room 1067 Washington, D.C. 20230 'Emily Sopensky (377-1472)

Office of the Secretary for Defense

Norma Powell, (202/694-1151) Director, OSDBU The Pentagon, Room 2A340 Washington, D.C. 20301 'Tim Foreman (697-1688)

Office of the Secretary, Army Juanita P. Watts, (202/697-7753) Director, OSDBU The Pentagon, Room 2D600 Washington, D.C. 20310 *Col. Albert Spaulding (697-7753)

Spotlight on Success: Alex Armendaris

As a former Director of the Office of Minority Business Enterprise (OMBE, now MBDA), Alex Armendaris provided business assistance to more than 40,000 minority businesses in 1976 alone.

Upon leaving OMBE, Armendaris put his many years of government experience to work in the private sector by forming his own company, Market Growth, Inc., headquartered in Washington, D.C.

"I started with a card table, a chair and a phone in an empty office just like a lot of young entrepreneurs do. But I believed in an idea.

"The idea was to build a market research and public affairs consulting firm that would specialize in the rapidly expanding Hispanic marketplace nationwide.

"My advice to new business men and women is to carefully study the market they wish to enter and then plan...plan... plan... before beginning their businesses. More small businesses fail today from lack of preparation and undercapitalization than for any other reasons.

"And remember, you aren't going to be able to sit back and



Alex Armendaris
President
Market Growth, Inc.

take it easy. Running your own business is a 24-hour-a-day, 7-days-a-week job a lot of the time. It takes all the time, effort and creativity you can possibly put into it to make it go. The market isn't going to come to you. When you succeed, you'll know it's because you did something better than anyone else could."

Office of the Secretary, Navy Richard D. Ramirez, (202/692-7122) Director, OSDBU Crystal Plaza 5, Room 124 Washington, D.C. 20360 *Ray Quinn (692-7122)

Office of the Secretary, Air Force Don Rellins, (202/697-4126) Director, OSDBU The Pentagon, Room 4C255 Washington, D.C. 20330 *Don Rellins (697-4126)

Defense Logistics Agency, DLA-U

Ray Dellas, (202/274-6471) Director, OSDBU Cameron Station Alexandria, Va. 22314 *Tom Ray (274-6471)

U.S. Department of Energy John Shepard, (202/252-8201) Director, OSDBU 1000 Independence Avenue, S.W. Room 1E061 Washington, D.C. 20585 *Jack Koser (252-8216)

FEDERAL CONTACTS

Environmental Protection Agency

Robert J. Knox, (202/755-0393) Director, OSDBU 401 M Street, S.W. Room A149, West Tower, Mail Stop 8105 Washington, D.C. 20460 *Bertha Dearring (755-1303)

General Services Administration William F. Madison, (202/566-1021) Director, OSDBU Room 6013 Washington, D.C. 20405 'Darlene Freear (566-1143)

- OTHER AGENCIES -

Export-Import Bank
Paul Stavrou, (202/566-8951)
Director, OSDBU
Room 1031,
811 Vermont Avenue, N.W.
Washington, D.C. 20571
*Paul Stavrou (566-8951)

Federal Home Loan Bank Board Albert Cook, (202/377-6030) Director, OSDBU 1700 G Street, N.W. Washington, D.C. 20552 *Albert Cook (377-6030)

Federal Trade Commission Robert Walton, (202/376-7916) Director, OSDBU 8th Floor, 6th & E Streets, N.W. Washington, D.C. 20580 'Hughes Wahl (376-7916)

International Communication Agency Philip Rogers, (202/653-5570) Director, OSDBU Room 613 1717 H Street, N.W. Washington, D.C. 20547 'Philip Rogers (653-5570)

National Credit Union Administration Ron Wright, (202/357-0157) Director, OSDBU Room 7671 1776 G Street, N.W. Washington, D.C. 20456 *Ron Wright (357-0157) National Labor Relations Board Ernest Russell, (202/254-9200) Director, OSDBU Room 400 1717 Pennsylvania Avenue, N.W. Washington, D.C. 20570 'William L. Roberts (633-0623)

NASA Headquarters, Code K Eugene D. Rosen, (202/755-2288) Acting Director, OSDBU Washington, D.C. 20546 *Eugene Rosen (755-2288)

U.S. Department of State Robert A. Cooper, Jr. (202/235-9579) Director, OSDBU A/O/ST, Room 513, SA-6 Washington, D.C. 20520 Durie White (235-9580)

Tennessee Valley Authority James L. Williams (615/755-2624 FTS 8-857-2624) 10,000 Commerce Union Bank Building Chattanooga, Tenn. 37401 'Kim Askew (615/632-6530)

U.S. Department of Treasury Linda Coffin, (202/376-0851) Director, OSDBU 1331 G Street, N.W. Room 808 Washington, D.C. 20220 'Mary Best (376-0851)

U.S. Department of Transportation Melvin Humphrey, (202/426-1930) Director, OSDBU Room 10222 Washington, D.C. 20590 'Renee Ingram (426-1930)

Veterans Administration Ron Tyler, (202/389-3924) Assistant Deputy Administrator for Administration and Logistics Room 1013 810 Vermont Avenue, N.W. Washington, D.C. 20420 'Mildred Shields (389-2296/3521)

Environmental Protection Agency Margie Wilson, (755-1303) Procurement & Contracts Management Division Room 214 401 M Street, S.W. Washington, D.C. 20460

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Acting Director, OSDBU
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*Don Neenam (245-8160)

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U.S. Department of Interior Charlotte B. Spann, (202/343-8493) Director, OSDBU Room 2527 18th & E Streets, N.W. Washington, D.C. 20240 'Wiley W. Horsley, Jr. (343-7437)

U.S. Department of Justice Enos E. Roberts, (202/633-5136) Director, OSDBU 10th & Pennsylvania Avenue, N.W. Room 6722 Washington, D.C. 20530 *Enos Roberts (633-5136)

U.S. Department of Labor Walter Terry, (202/523-9148) Director, OSDBU Room S-1325 Washington, D.C. 20210 'Katherine Lee (523-9151)

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Ann Brassier, (202/632-6161) Director, OSDBU Room 5554 1900 E Street, N.W. Washington, D.C. 20415 *Gary Palmquist (632-6161)

U.S. Postal Service
Peter Evanko, (202/245-5663)
Director, OSDBU
Room 2102
475 L'Enfant Plaza West, S.W.
Washington, D.C. 20260
'Peter Evanko (245-5663)

Railroad Retirement Board Robert Russell, (202/724-0121) Director, OSDBU Room 444 425 13th Street, N.W. Washington, D.C. 20004 'Robert Russell (724-0121)

National Science Foundation Theodore Wirths, (202/357-7464) Director, OSDBU Room 511A 1800 G Street, N.W. Washington, D.C. 20550 *Theodore Wirths (357-7464)

Executive Office of the President Russell Payton, (202/395-3314) Contracting Officer 726 Jackson Place, N.W. Room 4203 Washington, D.C. 20503

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Civil Aeronautics Board Marvin S. Cohen, (673-5164) 1825 Connecticut Avenue, N.W. Washington, D.C. 20428 *Bob Gilland (673-5464) (OSDBU)

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Administration
Michael T. Blouin, (254-6110)
Assistant Director for Office
of Community Action
Room 300
1200 19th Street, N.W.
Washington, D.C. 20506
*John Forkenbrock (254-6110)
(OSDBU)

U.S. Consumer Product Safety Commission Susan B. King, (634-7740) Chairman Washington, D.C. 20207

*John Barrett (492-6570)

(OSDBU)

Administrative Office of the United States Courts
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Chief, Procurement and Property Management Branch
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*Paul R. Tuell (633-6239)

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'Paul Redmer (755-4394)
(OSDBU)

Federal Communication Commission Kenneth A. Gordon, (632-6407) Chief, Procurement Division 4336 Ashford Land Fairfax, Va. 22032 'Kenneth A. Gordon (632-6407)

Federal Deposit Insurance Corporation Thomas W. Louden, Jr. (389-4563)

Assistant Controller,
Operations Branch
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*Amy Antoin (389-4353)
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*Dan Funkhouser (653-5310)
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National Endowment for the Humanities John Whitelaw, (724-0650) Deputy Chairman for Management Office of General Counsel Washington, D.C. 20506 *Joseph Schurman (724-0367) (OSDBU)

National Capital Planning Commission Malcolm L. Trevor, (724-0168) Assistant Executive Director for Administration 1325 G Street Washington, D.C. 20576 *Malcolm Trevor (724-0168)

National Mediation Board Robert O. Harris, (523-5024) Chairman Washington, D.C. 20572 *Mary Pricci (523-5950) Administrative Officer

Nuclear Regulatory Commission Daniel J. Donoghue, (492-7335) Director, Office of Administration NRC/OSDBU Room 6122 Washington, D.C. 20555 *Bill Kerr (492-4665) (OSDBU)

National Transportation Safety Board James B. King, (472-6000) Chairman Room 812 800 Independence Avenue, S.W. Washington, D.C. 20594 *James Shelby (472-6170) (OSDBU)

Smithsonian Institution
John F. Jameson, (357-3080)
Assistant Secretary for
Administration
Room 3120
955 L'Enfant Plaza
Washington, D.C. 20026
'Harry Barton (287-3343)
Director, Office of
Supply Services



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FEDERAL ASSISTANCE

Departments and Agencies of Interest to Small Business

AGRICULTURE (USDA)

Farmers Home Administration

Room 5420, South Building Department of Agriculture Washington, D.C. 20250

Acting Assistant Administrator for Business and Industry: James Flickinger (202) 447-5243

Note: Loan guarantees are made to business and industries located in towns under 50,000 population with a rural classification.

COMMERCE (DOC)

International Trade Administration

Room 3056, Department of Commerce Washington, D.C. 20230

Director, Export Marketing Assistance: Richard Gornitz (202) 377-5131

Note: Provides services that include:

- 1) assistance in exportable product services
- 2) best markets 3) developing 3-5 year plans
- 4) how to fill out forms 5) how trade missions can assist

Minority Business Development Agency (MBDA)

Department of Commerce
Washington, D.C. 20250
Director: Victor Rivera (202) 377-5061
Publications (MBDA package for new business)
377-5714

Note: MBDA develops and implements policy for furtherance of minority entrepreneurship and does not make loans.

Office of Business Liaison

(formerly The Ombudsman for Business)
Room 1066, Dept. of Commerce

Washington, D.C. 20230

Director: James S. Rosebush (202) 377-3176Note: Some of the services provided by this office are:

- receiving and responding to complaints with the federal government (including assistance in collecting payment from the government)
- 2) selling to the government
- 3) seminars in clarifying government policies

DEFENSE (DOD)

Service Branch Directors of Small and Disadvantaged Business Utilization

Air Force: Donald E. Rellins (202) 697-4126 Army: Juanita Watts (202) 697-2868

Navy: Richard Ramirez (202) 692-7122

Defense Logistics Agency

Director: E. A. Grinstead, Vice Admiral, Supply Corps, U.S. Navy (202) 274-6111

ENERGY (DOE)

Office of Small and Disadvantaged Business Utilization

Room 1F 034, Department of Energy Washington, D.C. 20585

Director: John Shephard (202) 252-8201

Economic Regulatory Administration

Office of General Fuels, Department of Energy Washington, D.C. 20585

wasnington, D.C. 20585

Director: Allan T. Lockard (202) 254-7422

LABOR (DOL)

Department of Labor

Washington, D.C. 20210

Director of Information: John W. Leslie

(202) 523-7316

Small and Disadvantaged Business Utilization

Director: Walter C. Terry (202) 523-9148

Occupational Safety and Health Administration Special Assistant for Small Business for the

Assistant Secretary of Labor/OSHA: Kay Klatt (202) 523-8024

Note: Functions as Advocate and OSHA spokesperson on Small Business.

TREASURY

Small Business Advisory Group

15th and Pennsylvania Ave., N.W., Room 2324 Washington, D.C. 20220

Assistant Secretary for Public Liaison and Consumer Affairs: John Kelly (202) 566-8191

Note: Advisory Group provides information and advises the Secretary of the Treasury on capital information, tax policy, tax administration, and regulations which affect Small Business.

Internal Revenue Service (IRS)

1111 Constitution Ave., N.W. Washington, D.C. 20224

Taxpayers Service

Director: Walter Alt (202) 566-6352

Note: The Taxpayers Service has two major functions useful to business:

- Each of the 58 IRS District Offices has a Problem Resolution Office which acts as an ombudsman.
- The IRS conducts Small Business workshops which are useful in setting up new small businesses.
 Contact your nearest District Office for details. Calls are toll free.

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FEDERAL ASSISTANCE

U.S. POSTAL SERVICE (USPS)

476 L'Efant Plaza West, S.W. Washington, D.C. 20260

Consumer Advocate: Thomas W. Chadwick (202) 245-4514

Note: The USPS has a local program called Customer Service Representatives (CSR). CSRs are found in main post offices. In small localities, ask your postmaster. Services include:

- maintaining contact on how to get the most for your postage dollar,
 how to set up a mailroom,
- · distribution of "Mailer's Guide."

AGENCIES

ENVIRONMENTAL PROTECTION AGENCY (EPA)

Room 2003, 401 M Street, S.W. Washington, D.C. 20207

Procurement and Contracts Management Division

Contract Specialist: Byron S. Vranas (202) 755-0616

Note: Advises on EPA regulations

FEDERAL EMERGENCY MANAGEMENT AGENCY

1725 I Street, N.W. Washington, D.C. 20472

Federal Insurance and Flood Insurance Program

Acting Administrator: Donald Collins

(202) 755-7894

National Flood Insurance Program Info

(800) 424-8872

Federal Crime Insurance Program Info (800) 638-8780

Disaster Response and Recovery

Associate Director: Thomas Casey (202) 634-7820 Note: Coordinates the President's Disaster Relief programs.

GENERAL SERVICES ADMINISTRATION

Room 1126, Crystal Mall Bldg. 4 Washington, D.C. 20406

Office of Socio-Economic Programs

can be found in:

Office of Small and Disadvantaged Business Utilization Director: William Madison (202) 566-1021

Note: Small Business sets aside programs, including 8(a) program in conjunction with SBA.

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MAJOR HISPANIC GROUPS

Business, Professional, Educational and Social Organizations Work for Community

1. Lucille Roybal-Olivarez
American Association of
Spanish Speaking Certified
Public Accountants
236 Massachusetts Avenue, N.E.

236 Massachusetts Avenue, N.E. Washington, D.C. 20002

2. Jose Cano, National Chairman American G. I. Forum of the U.S. P.O. Box 50842 Dallas, Texas 75250 (214) 767-6071

Martha Villalobos, National Chairperson American G. I. Forum of the U.S. 6321 Wieland El Paso, Texas 79225 (915) 542-4459

- 3. Mario Anglada, National Director ASPIRA of America 205 Lexington Avenue, 12th Floor New York, New York 10016 (212) 889-6101
- 4. Guarione (Mike) M. Diaz Executive Director Cuban National Planning Council 300 S.W. 12th Avenue, 3rd Floor Miami, Florida 33130 (305) 642-2437
- 5. David Montoya, President IMAGE P.O. Box 315 Simpsonville, Maryland 21150 (301) 596-6662

6. Alfredo C. Montoya Executive Director Labor Council for Latin American Advancement 815 16th Street, N.W., Room 707 AFL-CIO Office Building Washington, D.C. 20006 (202) 347-4223

USHCC Salutes Success: Mario P. Salinas



Mario P. Salinas President Ideal Derrick Service, Inc.

Mario Salinas, though born in the United States, spent the early part of his life in Nuevo Leon, Mexico. Due to the economic situation of his family, his education was interrupted.

In the '40s, Mario's family returned to Texas where they travelled throughout the state as migrant workers. Mario Salinas learned to weld in Chicago and began to work in a factory on night shift. During his spare time he sold cookware, door to door. In 1960, Mario applied for a job with Pyramid Derrick & Equipment Co., and was accepted. As field supervisor, he was in charge of building some of the drilling derricks used in underground testing in Nevada.

In his work, Salinas noticed that although there was much drilling, there were no repair facilities close by. In 1960 Mario moved to Odessa and founded Ideal Derrick Service, Inc., the only Mexican-American owned company in the manufacturing and repairs of drilling masts and substructures.

Salinas serves a variety of civic and professional associations and has been recognized as an outstanding leader by many colleagues, including the U.S. Hispanic Chamber of Commerce which named him Hispanic Business Person of the Year in 1980.

7. Tony Bonilla, Jr., President League of United Latin American Citizens (LULAC) 2590 Morgan Avenue

2590 Morgan Avenue Corpus Christi, Texas 78405 (512) 882-8284

8. Vilma S. Martinez, President and General Counsel Mexican American Legal Defense and Educational Fund, Inc. (MALDEF)

28 Geary Street, 6th Floor San Francisco, California 94108 (415) 981-5800 or (213) 383-6952 9. Eduardo Sandoval
National President
Mexican American Political
Association

2390 Mission Street, Suite 201 San Francisco, California 94110 (415) 826-4844

10. Mexican American Women's National Association (MANA)

L'Enfant Plaza Station P.O. Box 23656 Washington, D.C. 20024 (202)568-5663

MAJOR HISPANIC GROUPS

- 11. Ana Maria Perera National President National Association of Cuban American Women of the U.S. 3900 Connecticut Avenue, N.W., Suite 202G Washington, D.C. 20008 (202) 686-6506
- 12. Rodolfo Balli Sanchez
 National Executive Director
 National Coalition of Hispanic
 Mental Health and Human
 Services Organizations
 (COSSMHO)

1015 15th Street, N.W., Suite 402 Washington, D.C. 20005 (202) 638-0505

13. Maria VanHoy, President
National Conference for Puerto Rican Women
39 Steellmen St., Apt. 4
Boston, Massachusetts 02113 (617) 742-4898

- 14. Manuel Bustelo, Director National Puerto Rican Forum 450 Park Avenue South New York, New York 10016 (212) 685-2311
- 15. Pedro Ruiz Garza, Director Operation SER/Jobs for Progress

8585 Stemmons Freeway, Suite 401 Dallas, Texas 75247 (214) 631-3999

- 16. Pablo Sedillo, Director Secretariat for Hispanic Affairs
- U.S. Catholic Conference 1312 Massachusetts Avenue, N.W. Washington, D.C. 20005 (202) 659-6876
- 17. Ed Avila, Director
 National Association of Latinos
 Elected Officials (NALEO)
 430 Sixth Street, N.E.
 Washington, D.C. 20002
 (202) 546-2536

- 18. Louis Nunez, President National Puerto Rican Coalition 801 N. Fairfax Street Alexandria, Virginia 22314 (703) 684-0020
- 19. Luis Alvarez, President National Urban Fellows, Inc. 1776 Broadway, 22nd Floor New York, New York 10019 (212) 541-5711
- 20. Raul Yzaguirre, President National Council of La Raza 1725 Eye Street, N.W. Washington, D.C. 20006 (202) 293-4680
- 21. Hector Barreto, President
 U.S. Hispanic Chamber of
 Commerce
 829 Southwest Boulevard
 Kansas City, Missouri 64108
 (816) 842-2255

Continued



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MAJOR HISPANIC GROUPS

22. Miguel Sandoval, President
National Alliance of Spanish
Speaking for Equality, Inc.
1701 16th Street, N.W., Suite 716
Washington, D.C. 20009
(202) 234-8198

23. Gilda Bojorquez-Gjurich President
Hispanic Women's Council
P.O. Box 3877
Los Angeles, California 90015 (213) 725-1657 24. Irma Flores-Gonzales,
President
Colegio Cesar Chavez
1000 South Main Street
Mount Angel, Oregon 97362
(503) 845-2234

25. Antonio Guernica, Vice President
National Association of Spanish Broadcasters
2550 "M" Street, N.W. Washington, D.C. 20037 (202) 293-3873

26. Cefar A. Perales
Puerto Rican Legal Defense
and Educational Fund
95 Madison Avenue
New York, New York 10016
(212) 532-8470



USHCC: MEMBERSHIP

Remove & Return Membership Form for the United States Hispanic Chambers of Commerce

Established in 1979, the USHCC was created to promote and assist the development of Hispanic Chambers of Commerce, trade and professional associations and other business, professional, commercial, and industrial

organizations sharing a mutuality of interest in the Nation's economic well-being.

Organizations such as
Chambers of Commerce and
business or trade associations
provide the individual business
person with a resource of
information and assistance
regarding business and economic
opportunities. These associations
can also serve as an effective
voice for recommending and
advocating policy decisions which
are favorable to the interests of
Hispanic business.

WHY HISPANIC CHAMBERS?

The Hispanic business community needs a strong business representative base to develop their economic viability to become effective representatives of Hispanic business and their respective communities. This can be accomplished by developing an organizational base in your community to promote your business and civic interests.

Your Hispanic Chamber of Commerce or Trade Association can be that vehicle.

UNITED STATES HISPANIC CHAMBERS OF COMMERCE

The undersigned hereby makes application for membership to the United States Hispanic Chambers of Commerce
NAME OF COMPANY
PRINCIPAL or INDIVIDUAL
ADDRESS
TELEPHONE-BUSINESSRESIDENCE
TYPE OF BUSINESS
PRODUCT OR SERVICE
BUSINESS HOURSNO. OF EMPLOYEESYEAR ESTABLISHED
office use only paid from to rate check cash H07961

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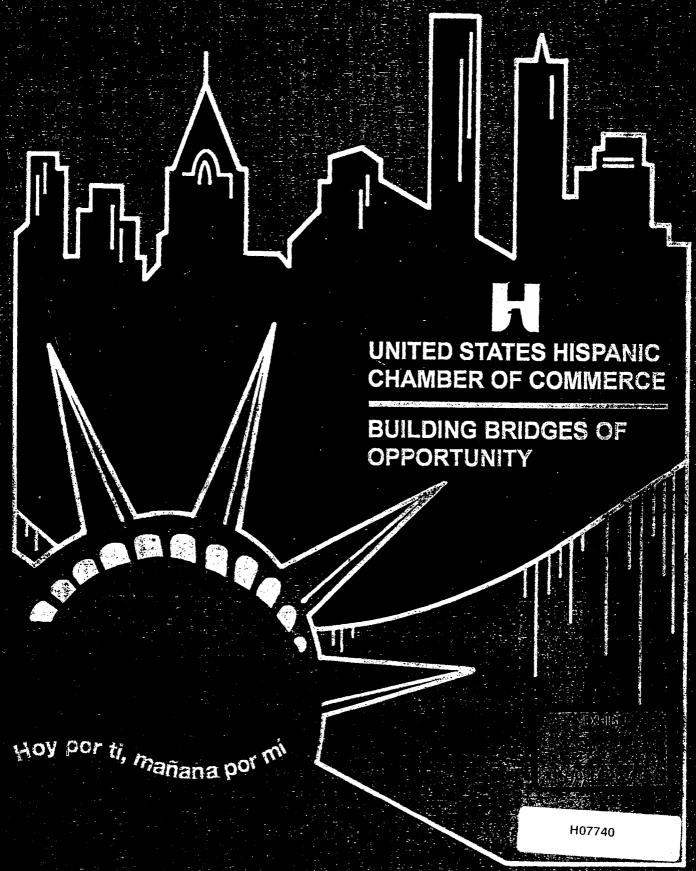
•

Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 27



United States Hispanic Chamber of Commerce
14th Annual National Convention and International Business Opportunity EXPO
September 22 - 25, 1993 • New York, New York



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HING OF BEET

September 22, 1993

¡Bienvenidos Amigos A Nueva York!

Throughout American history Hispanics have contributed to the growth of our nation. Along the way Hispanics have established themselves as a hardworking people who have experienced increasing success in the world of business. Our tightly-knit, family-oriented culture has provided the foundation whereby we have been able to achieve success not only in this nation, but throughout the Western Hemisphere. Hispanics have shown themselves to be astute entrepreneurs who have ventured where others would not dare, and taken the chances others would not risk. As we approach the twenty-first century there are still more great challenges which Hispanics are once again being called upon as pioneers.

Over the past year Hispanics have continued to make tremendous gains. The enormous potential inherent in the North American Free Trade Agreement promises to expand Hispanic business like never before. Hispanics are the natural "bridge" for the economic integration of the North American continent. In all other fields Hispanics are likewise reaching new heights. Hispanics are establishing business ventures and new partnerships at rates never seen before. As the fastest growing ethnic group it is clear that in many respects the future of this nation is largely in our hands.

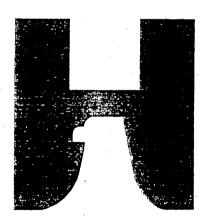
Thus once again we come together to continue Building Bridges Of Opportunity, Hoy Por Ti, Mañana Por Mí - the theme for our Fourteenth Annual Convention and International Business Expo. The bridges we continue to build will further fortify the tremendous success we have already achieved. But as we approach the next century, more than ever before, we can not afford to rest on our accomplishments. Our concerted efforts are still required so as to assure that the bridges we build can be successfully crossed to the great opportunities which lie beyond.

For the first time in our history we bring our Convention to New York City. We are very excited about being in the "Big Apple," and the next several days should prove to be both memorable and rewarding. Those who take this great opportunity will find a variety of different seminars, ranging from business procurement to Hispanic women in business. I encourage all of you, as we are here in the city that never sleeps, not to rest as we continue to build the coalitions which will take Hispanic business into the next millennium.





José F. Niño President/CEO United States Hispanic Chamber of Commerce





United States Hispanic Chamber of Commerce Building Bridges of Opportunity

September 22 - 25, 1993

85 "Roberta's" Rules of Order

Could something as trivial as a golf game be holding women back in today's networking business environment?

by Beverly Vigil Ellerman

88 Gulf Atlantic Makes Strides in Venture

Historic joint venture in the insurance industry proves to be a "cookie-cutter" model for minority-owned businesses.

by Manuel Sanchez



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96 National Supermarket Association

President Mariano Diaz explains the NSA and its role in the New York business community. by Mariano Diaz

99 Health Insurance

With the rising costs surrounding health insurance, many small businesses can't afford coverage. Is a national health plan the answer?

by Donna E. Shalala, Secretary of Health & Human Servic

100 Planning for Succession

Stop putting off your business's long term goals- now is the time to get started on those plans. by Jorge L. Rodriguez



p. 106

104 Voting on the Hispanic Dollar

The Hispanic market is growing, purchasing power is increasing. But where is the Hispanic community represented on the corporate boards?

by Richard J. Bela, Esq.

111 A Summer to Remember

Meet the 1993 USHCC interns, coming from diverse backgrounds to learn government & business in Washington, D.C. by Elena Laguardia



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118 U.S. Hispanic Junior Chamber of Commerce

Today's Hispanic youth is working towards preparing its own for the business of tomorrow.

by Mark Rodriguez



Features

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Hispanic Chambers of Commerce 119
Financial Statement 127
Play Level to Level
Awards of Latin American Artists 130
Gracias 142

Schedule of Events

WEDNESDAY, SEPTEMBER 22, 1993

8:00 AM - 8:00 PM

Registration

6:30 PM - 9:00 PM

Opening Reception

Second Floor Promenade Trianon Ballroom Complex

THURSDAY, SEPTEMBER 23, 1993

7:30 AM - 8:30 AM Registration

8:00 AM - 9:30 AM Opening Regional Awards Breakfast

9:45 AM - 11:00 AM Business Sessions

· Selling to Corporate America

· Access to Capitol

· Association Management

· Basic Marketing for a Small Business on a Budget

2:00 PM - 3:00 PM

12:00 PM - 2:00 PM National Awards Luncheon Registration Temporarily Closes

2:30 PM - 3:00 PM

Ribbon Cutting Ceremony

3:00 PM - 8:30 PM

EXPO Opens

3:30 PM - 8:30 PM

Registration Re-opens

Second Floor Promenade

West Ball room

Rendezvous Trianon

Petit Trianon

Mercury Ballroom Mercury Rotunda

Grand Ballroom

Second Floor Promenade

Second Floor Promenade

Second Floor Promenade

FRIDAY, SEPTEMBER 24, 1993

7:30 AM - 6:00 PM

Registration

8:00 AM - 9:30 AM

Tribute to Hispanic Women Breakfast

9:45 AM - 11:00 AM

Business Sessions

NAFTA

· Dynamics of the Hispanic Market

· Federal Procurement Opportunities

· Franchising Opportunities

10:30 AM - 6:00 PM

EXPO Opens 12:00 PM - 1:15 PM International Luncheon

2:30 PM - 4:15 PM

5:00 PM - 5:30 PM

International Trade Matching Session Annual Delegate Caucus

5:30 PM - 6:00 PM

Regional Caucuses

· Region I

• Region II

• Region III

· Region IV

· Region V

Region VI

7:00 PM - 12:00 AM

The Big Apple Event - map & directions p. 108

Second Floor Promenade

West Ballroom

Rendezvous Trianon

Petit Trianon

Mercury Ballroom

Mercury Rotunda

Second Floor Promenade

Grand Ballroom

Mercury Ballroom

Rendezvous Trianon

Rendezvous Trianon

Petit Trianon

Mercury Ballroom

Mercury Rotunda

Green Room

Trianon Ballroom

Rainbow

SATURDAY, SEPTEMBER 25, 1993

9:00 AM - 7:00 PM

Registration/Information

9:00 AM - 5:00 PM

EXPO Opens

9:45 AM - 11:30 AM Hispanic Business Agenda

1:30 PM - 3:00 PM

"Corporate Boards- Inaccessible" Seminar

6:00 PM - 7:00 PM

Pre-Gala Reception

7:00 PM - 12:00 AM Gala Banquet

Second Floor Promenade Second Floor Promenade West Grand Ballroom Rendezvous Trianon Ballroom Fover Grand Ballroom

SUNDAY, SEPTEMBER 26, 1993

8:00 AM - 12:00 PM

Exhibitor Move-out

Second Floor Promenade

All events are to take place at Convention Headquarters, the New York Hilton & Towers, 1335 Avenue of the Americas, NY, NY, unless otherwise noted.

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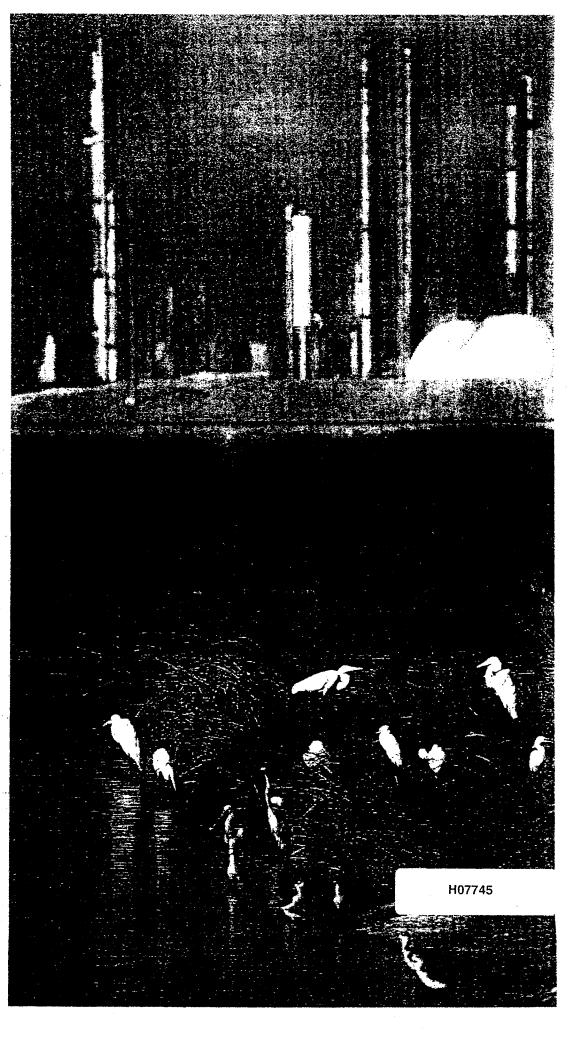
From the coexistence with nature at our Mandan refinery, shown here, to the responsible management of chemicals through the Responsible Care® program, we've worked hard to accomplish results.

While the task is challenging, witnessing the benefits to the world around us makes it easy being a leader.



Amoco Corporation

Come visit the Amoco booth which features our environmental leadership programs.



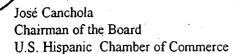
Bienvenidos a Nueva York!

"Building Bridges of Opportunity" is the perfect theme for this year's USHCC National Convention and International Business Opportunity Expo, and New York is the perfect place! Our annual meetings are always designed to help us succeed as Hispanic business people. This year, however, carries special importance as we prepare for the advent of NAFTA and the myriad opportunities it will offer us as individuals and as a group.

As chairman of the USHCC, I've focused my efforts this past year on strengthening ties with people critical to our future. It has been my pleasure and honor to represent you in meetings with President Clinton and many members of his cabinet, including Secretaries Peña, Cisneros, Reich, Brown, and Reilly. We discussed issues relating to the border and trade, jobs and education, pollution and transportation. I've met with Mexican President Salinas de Gortari and with governors and mayors throughout the United States and Mexico. And I've had the chance to meet and work with many of you in your own regions.

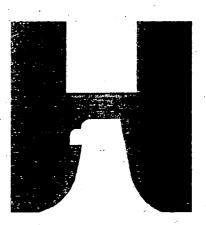
It has been a good year, one of building relationships for our future. As business people and Hispanics, we stand uniquely positioned for success.

Thank you for the opportunity you have given me to work on behalf of our membership this past year. Together we have faced many challenges. Together we will continue to meet those challenges and secure a brighter future for us all.





José Canchola Chairman of the Board United States Hispanic Chamber of Commerce





William Jefferson Clinton President of the United States of America



Greetings to everyone gathered in New York City for the 14th Annual National Convention and International Business Opportunity EXPO of the United States Hispanic Chamber of Commerce.

At the edge of the 21st century, we have a historic chance to increase our competitiveness in the global economy. We must stimulate private sector growth and generate new jobs, while at the same time cutting the costs of government and reducing our government debt. Through bold initiatives to rebuild our economy, invest in education, training, and infrastructure; and expand trade throughout the hemisphere, America can usher in a new era of economic opportunity.

Members of the USHCC are at the forefront of business growth, recognizing that our success depends as never before on our ability to unleash the creativity and energy of all our people. Through your efforts to promote the economic growth and development of Hispanic entrepreneurs in the United States and Puerto Rico, you are helping to make our shared vision of economic renewal a reality. I applaud your organization's commitment to community involvement, for these kinds of private sector efforts are the key to new opportunity and economic growth in the years ahead.

Prin Cinton

Pinos, 21 de julio de 1993

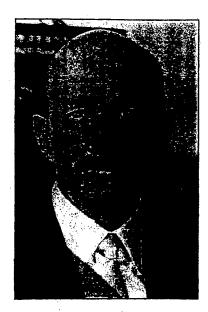
CAMARA DE COMERCIO HISPANA DE LOS ESTADOS UNIDOS Presente.

Es para mi motivo de gran satisfacción enviarles el cordial saludo del pueblo y el gobierno de México con motivo de su XIV Convención Anual. Quiero, en esta ocasión, reiterarles el interés de mi país por seguir ampliando los intercambios comerciales entre México y los Estados Unidos, en el marco de la nueva era de relaciones de amistad y cooperación que estamos creando en beneficio de nuestros pueblos.

En los últimos cuatro años, México ha recuperado la estabilidad y el crecimiento de su economía. Esto no hubiera sido posible sin el esfuerzo conjunto de todos los sectores de la sociedad. Al mismo tiempo, los mexicanos llevamos a cabo una política de diversificación de nuestras relaciones comerciales, a fin de aprovechar las oportunidades de la dinámica económica mundial. Para México la política de apertura comercial y de participación competitiva en los mercados internacionales genera, sin duda, desarrollo y bienestar a nuestra población.

Por su parte, el Tratado de Libre Comercio con Estados Unidos y Canadá significará en los tres países más empleo, el aprovechamiento de ventajas comparativas para ser más competitivos, la creación de economías de escala, mayores índices de producción para las naciones de esta región y más calidad de productos y procesos productivos. Quiero enfatizar el cuidado que hemos puesto en el cuidado al medio ambiente. He dicho que este es el tratado comerical más verde, es decir más ecologista, de la historia. Al generar mayor prosperidad en nuestras naciones, el Tratado de Libre Comercio propiciará que se destinen mayores recursos al medio ambiente, y que la fuerza laboral en los tres países se beneficie con mejores salarios y condiciones de trabajo.

Por ello, valoramos el permanente apoyo de la Comunidad Hispana de aquel país y, particularmente de su sector empresarial, hacia nuestra estrategia de apertura y en especial su labor a favor del Tratado de Libre Comercio. Tanto la Comunidad Hispana como los empresarios mexicanos han puesto especial atención y cuidado a la necesidad de desarrollar nuestras relaciones en un clima de respeto mutuo. Con la seguridad de compartir el interés por el desarrollo y la cooperación entre nuestras naciones, les deseo el mejor de los éxitos en los trabajos de la Convención y les envío un cordial saludo.



Carlos Salinas de Gortari Presidente Constitucional de los Estados Unidos Mexicanos



Kimberly Campbell Prime Minister of Canada



Canada Prime Minister · Première Ministre

I am delighted to convey my warmest greetings to everyone gathered in New York for the United States Hispanic Chamber of Commerce's 14th Annual National Convention and International Business Opportunity EXPO

These events are sure to offer your membership timely opportunities to meet and share ideas on issues of mutual interest. I would like to commend the organizers for their dedicated efforts to ensure the success of these events and offer my best wishes to all for a most productive and enjoyable Convention and EXPO.

7 Sheep

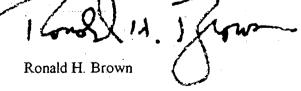
Ottawa 1993 I am pleased to send greetings on the occasion of the United States Hispanic Chamber of Commerce's 14th Annual National Convention and International Business EXPO.

This year's convention theme, "Building Bridges of Opportunity," is highly appropriate as we seek to ensure that Hispanic Americans are provided every opportunity for social and economic growth in our nation. In nationwide celebrations to commemorate "1993 National Hispanic Heritage Month," we are being reminded of the rich cultural heritage of Hispanic Americans.

As a member of President Clinton's cabinet, I have the important mission of ensuring that the United States Department of Commerce is a forceful advocate for America's commercial interests. A major priority is to make certain that Hispanics and other minorities are given every opportunity to compete effectively in the global economy. We will strengthen and build new partnerships between the private and public sectors. In doing so, we will utilize the diversity of programs and services at the Commerce Department, primarily through the Minority Business Development Agency, to expand opportunities in international trade, telecommunications, and other high-technological fields.

I commend the leadership of José F. Niño, President/CEO of the United States Hispanic Chamber of Commerce, for his untiring advocacy for Hispanic business growth.

Best wishes for a successful convention.





Ronald H. Brown Secretary of Commerce





Henry G. Cisneros Secretary of the Department of Housing & Urban Development



Greetings to the U.S. Hispanic Chamber of Commerce members convening for the 14th Annual National Convention and International Business Opportunity Expo.

Since its inception, the U.S. Hispanic Chamber of Commerce has encouraged Hispanic business growth on a national level. As a key resource promoting economic opportunities for Hispanic entrepreneurs, your organization fulfills an important need and provides national leadership.

The Clinton Administration and the Department of Housing and Urban Development share your commitment to creating healthy communities of opportunity through business growth. We look forward to a strong working partnership with the U.S. Hispanic Chamber of Commerce.

Best Wishes for success at your convention and beyond. Buena suerte y adelante!

Sincerely,

Hung anins

Henry G. Cisneros Secretary

U.S. Department of Housing and Urban Development

On behalf of the United States Hispanic Chamber of Commerce, it is my pleasure to welcome you to our 14th Annual National Convention and International Business EXPO.

This year, an entirely new voyage awaits us. The USHCC is "Building Bridges of Opportunity," in order to meet the expectations of the Hispanic Business community. Important events, such as the North American Free Trade Agreement, are important issues which need to be addressed in order to foster economic development in today's business world. This has also given Hispanic Business a new outlook towards expansion into an international market.

In pursuit of its goals, the USHCC has provided its convention with valuable information that will allow businesses to adjust to the ongoing changes that they will be encountering. The convention has also included networking opportunities which will help strengthen businesses and entrepreneurs. This year's convention promises to be a beneficial experience for all those participants that foresee growth in their respective businesses.

I urge everyone attending our convention to take advantage of the numerous opportunities that have been made available by the USHCC. Help us make this convention a memorable one.

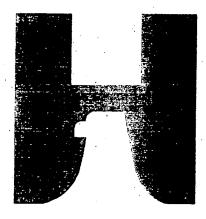
Sincerely,



Daniel H. Jara Convention Chairman



Daniel H. Jara 1993Convention Chairperson Region V Board of Directors Member



Dear USHCC Members.

We recognize the United States Hispanic Chamber of Commerce (USHCC) for once again convening one of the largest gatherings of Hispanic businesspeople at the week's 14th annual national convention. When it established this event 14 years ago, its leadership showed its foresight on how to deliver membership services that can truly make a difference to small and medium sized businesspersons. The USHCC began to provide the cutting edge information and valuable networking opportunities to Hispanic entrepreneurs pursuing business growth.

Today the USHCC demonstrates that same foresight through its steadfast support of the North American Free Trade Agreement (NAFTA). Early on, the USHCC leadership and members recognized that free and international trade are key to global competitiveness. Already, exports play a vital role in todays U.S. economy. According to the U.S. Department of Commerce, U.S. exports account for 90 percent of U.S. economic growth and 80 percent of new U.S. jobs.

The USHCC has shown that it understands that international trade between the U.S. and Mexico can only be fully realized through the gradual elimination of tariffs, a consistent set of rules for trade in goods and services, for investment and for government procurement markets.

The USHCC has positioned its members to take advantage of an approved and implemented NAFTA through seminars and trade missions forging business partnerships in Mexico.

There are over 600 thousand Hispanic-owned, small and medium sized companies in the U.S. that are providing jobs in industries ranging from computers, electronics, financial services and food products to consumer goods. These are many of the same industries that stand to benefit most immediately from a NAFTA. In fact, 78 percent of total sales from Hispanic-owned firms are in sectors that will become more accessible under a NAFTA.

As the U.S., Mexico and Canada move toward their participation in a global economy, U.S. Hispanic businesspeople are well placed to become full participants. They are thriving in industries particularly set for growth through exports to Mexico. They reside largely in states that rank among the top ten U.S. states with the greatest export sales to Mexico. They have the competitive advantage with their knowledge of the Mexican culture and the Spanish language.

Again, best wishes on another successful annual convention.

Sincerely,



Herminio Blanco Subsecretary of Negotiations for International Commerce

Herminio Blanco

Dear Members and Friends:

I would like to take this opportunity to welcome each of you to the 14th Annual United States Hispanic Chamber of Commerce National Convention and International Business Opportunity EXPO. It is a pleasure to be here and to share the dreams and hopes of so many of America's small business owners.

This year's theme, "Building Bridges of Opportunity: Hoy por ti, mañana por mí," mirrors SBA's goals for the 21st Century. As Administrator of the Small Business Administration, my commitment over the next four years is to assure that SBA reaches more Americans, particularly those with the dream of owning their own business.

This event is a wonderful opportunity to build bridges with other small business owners, with procurement officials, and with consumers. I urge you to take advantage of the many contacts that will be available to you over the next few days.

Thank you for inviting me.

Erskine B. Bowles Administrator



Erskine B. Bowles
SBA Administrator

SBA

U.S. Small Business Administration



Mario M. Cuomo Governor State of New York



Dear Friends:

It is my pleasure to welcome the United States Hispanic Chamber of Commerce (USHCC) to New York City on the occasion of your Fourteenth Annual Convention and Business Opportunity EXPO.

New York State is proud to serve as this year's host site. We are the 10th largest economy in the world, we are home to international tourist attractions, and the best location in America to start a business. New York City is not only the center of the financial and corporate world, but also home to over two million Hispanics who each day contribute significantly to its economic, social and cultural fabric.

In recent years, thousands of Hispanic-owned business enterprises have been established and grown significantly. Today, they play an increasingly important role in New York's economy. Given that Hispanics are expected to be the largest group in the state by the year 2000, we must foster the continued growth of this sector of our business community. To achieve this goal my administration established the Puerto Rican/Latino Business Development Center to ensure economic development opportunities for the Puerto Rican/Hispanic community.

I wish to congratulate and applaud the USHCC for its fine leadership and efforts to support and promote the economic growth of Hispanic entrepreneurs across our nation.

Best wishes to all for a successful convention.

Sincerely,

Mario M. Cuomo

Governor, State of New York

Dear Friends:

Saludos! I am pleased to welcome you to the City of New York for the 14th Annual U.S. Hispanic Chamber of Commerce Convention. Your participation in this important convention -- "Building Bridges of Opportunity" -- demonstrates your commitment to promoting economic growth and development in the Hispanic business community of our nation.

You will find that New York is like no other city in the world. During your stay here, you will have the opportunity to enjoy the Manzana Grande, rich in cultural diversity and unmatched entertainment. You can visit the World Trade Center and enjoy a splendid view of our city; or you can enjoy the splendor from a different perspective -- on top of the Empire State Building. We have over 150 museums, over 400 art galleries and 1543 parks for your enjoyment. I invite you to visit Wall Street, the birthplace of economic growth in the United States. Our city is also home to hundreds of theaters, movie houses, and Latin night clubs, where you can dance to the beat of New York's finest salsa artists. Our shopping malls, restaurants, special events and much more are easily accessible with our fabulous public transportation system, the largest in the world.

With its rich diversity, New York has something for everyone. At the end of your visit, you will understand why we say with great pride that New York is the best city in the world.

On behalf of the eight million residents of the City of New York, I wish you a pleasant visit and much success as you participate in this important conference.

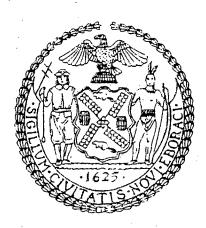
Sincerely,



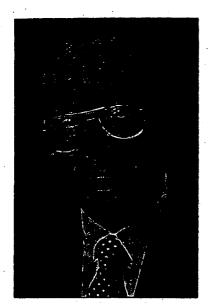
David N. Dinkins

Mayor

City of New York



David Dinkins Mayor



Alfonse M. D'Amato
U.S. Senate
State of New York



United States of America

August 22, 1993

Dear Members and Friends at the United States Hispanic Chamber of Commerce:

¡Bienvenidos! I am pleased to send greetings to the members of the USHCC and welcome you to an exciting stay in the State of New York.

This 14th Annual National Convention comes at a time marked by the importance in multi-ethnic relations and agreements. USHCC plays a crucial and pivotal role in realizing the potential of minority businesses and entrepreneurs in the areas of commerce and trade by successfully representing the interests of Hispanic-owned businesses in the United States and Latin America. Our Nation's cultural diversity is one of its most valued resources, and USHCC is a key player in the promotion of economic growth and development in Hispanic markets.

I hope you enjoy your visit to the New York area. ¡Buena suerte en todo su futuro trabajo!

Sincerely,

affers D'amato

Alfonso M. D'Amato United States Senator

UNITED STATES SENATE WASHINGTON, DC 20510

September 22, 1993

Let me be the first to welcome you to the United States Hispanic Chamber of Commerce 14th Annual National Convention and International Business Opportunity EXPO. New York is very proud to be the host of this important event.

It is fitting that such an effort to break down racial barriers in the business world be held in a place as diverse and dynamic as New York City.

I commend the work that you are doing here and hope that you have time to enjoy the many areas of our city.

Sincerely,

Alloga. hus

Daniel Patrick Moynihan



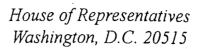
Daniel Patrick Moynihan
U.S. Senate
State of New York



United States of America



Charles B. Rangel U.S. Congress State of New York 15th District



Charles B. Rangel.
16th District, New York

September 22-25, 1993

Greetings to the membership and Board of Directors of the U.S. Hispanic Chamber of Commerce as you celebrate this your 14th Annual National Convention and International Opportunity EXPO.

I wish you continued success as you stride towards economic growth and development of Hispanic entrepreneurs everywhere!



United States of America

CHARLES B. RANGEL U.S. Congress

Dear Friends:

Although unfortunately I cannot be with you myself, I am pleased and honored to have this opportunity to extend my greetings to you as you gather for the United States Hispanic Chamber of Commerce's 14th Annual National Convention and Business Opportunity EXPO.

The theme of this year's convention, "The U.S. Hispanic Chamber of Commerce - Building Bridges of Opportunity," is an appropriate one. Hispanic businesses serve not only the special needs of our own community, but those of American society at large. The Chamber is to be commended for the vital role it plays in fostering the growth and expansion of Hispanic business throughout our nation's economy, and abroad as well.

I am very proud of your efforts and achievements and look forward to working with you to further the goals of Hispanic business.

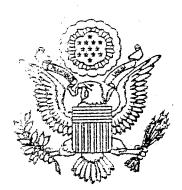
With best wishes.

Sincerely,

José E. Serrano Member of Congress



José E. Serrano
U.S. Congress
State of New York
16th District



United States of America



Nydia M. Valazquez U.S. Congress State of New York 12h District



United States of America

Dear Friends:

It is with great pleasure that I welcome the United States Hispanic Chamber of Commerce to New York for your Annual Convention and Business EXPO.

It makes me extremely proud to see members of the Latino community take such an active role in the future of this nation. As a Latina, I realize the value of our community as one of this country's greatest business resources. Through the hard work of leaders like yourselves, Hispanic entrepreneurs have achieved great success. More and more members of our community are establishing themselves at the forefront of American businesses.

I know I speak for Latinos everywhere when I commend you on all of your efforts and encourage you to continue your outstanding job.

Sincerely,

Vilo Suffer

NYDIA M. VELAZQUEZ Member of Congress

Dear Friends:

¡Bienvenidos a La Gran Manzana!

I am delighted to welcome you to New York City for the 14th Annual National Convention and Business Opportunity Expo of the United States Hispanic Chamber of Commerce.

New York is the ideal backdrop for this year's Expo theme, "Building Bridges of Opportunity." Indeed, New York and Lady Liberty are synonymous with the opportunities found in America. Even during hard economic times, that promise and spirit remain alive in this vibrant city.

Nearly 2.5 million Hispanic New Yorkers from diverse cultural backgrounds contribute to the Big Apple's uniqueness. In fact, at events like the Puerto Rican Day Parade down Fifth Avenue, or the World's Largest Mambo Contest at the Bronx County Building, all New York seems to go Latin.

But Hispanic influence in New York is not just felt culturally, but economically as well. From bodegas to boardrooms, Latino business people and consumers are making their presence felt. That trend is sure to continue nationally and internationally, with organizations like the U.S.H.C.C. to focus the vision and lead the way.

I wish you a productive Expo and great success in "Building the Bridges" that we can all proudly cross together.

I also urge you to make time to explore our great city, and personally invite each of you to come visit us in The Beautiful Bronx. Please call Doris Quiñones at The Bronx Tourism Council, (718) 590-3518, to find out about the many things to see and do there.

Sincerely,

Bronx Borough President

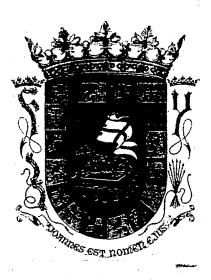


Fernando Ferrer Bronx Borough President





Pedro Roselló Governor of Puerto Rico



Dear Friends:

While I regret I can not attend the Hispanic Chamber of Commerce's meeting this year, I take great pleasure in sending you warm greetings and best wishes from Puerto Rico.

I am a firm believer in the principles of free enterprises as embraced by the Chamber. It has been through hard work and free enterprise that Puerto Rico has made the long climb to its current level of economic development. We are proud of what we have accomplished thus far and look forward to continued growth in the future.

I would also like to take this opportunity to invite you, Hispanic business leaders, to come and investigate the numerous benefits and opportunities which are to be found by becoming members of the Puerto Rico business community. We offer a gateway to markets in Latin America and the Caribbean.

I salute the Chamber for proving to all Americans that the United States' free enterprise system works. I should know: I see its blessings every day.

Sincerely,

Pedro Roselló

Governor of Puerto Rico

Dear Friends:

I am pleased to extend my warmest greetings to all those in attendance for the 14th Annual National Convention and Business EXPO of the United States Hispanic Chamber of Commerce. I am sure that this will be yet another memorable and successful event in the remarkable history of your organization.

As the nation's foremost national Hispanic business organization, the USHCC has strengthened the business relationship between Hispanics, government leaders and corporations throughout the United States and Latin America. Thanks to these efforts, Hispanic business leaders are provided with a forum for the open exchange of ideas and information that is so crucial to the success of today's businesses. As a partner for progress in our nation's business community, the USHCC is dedicated to preparing Hispanic leaders for the challenges of the future while promoting Hispanic business opportunities wherever they may arise. For all of your laudable work on behalf of Hispanics and all Americans, I salute you.

As the Governor of a state with one of the largest Hispanic populations in the nation, I am particularly proud of the many fine accomplishments of the Hispanic community in the business world. As you know, New Jersey also enjoys a very active and effective statewide Chamber of Commerce as well as numerous regional chambers that help businessmen and women gain the competitive advantage they need to prosper in today's business environment.

Once again, best wishes to everyone for an enjoyable convention. I wish you all much continued success.

Very truly yours,



James Florio Governor of New Jersey





Bill Bradley U.S. Senate State of New Jersey



United States of America

Dear Friends:

It is a pleasure to send my greetings to the participants of the 14th Annual National Convention and International Business EXPO sponsored by the United States Hispanic Chamber of Commerce.

The longevity and importance of this gathering recognizes the significant contribution Hispanic-owned businesses make to the economic well-being of our country. Today's dialogue and exchange of ideas will most certainly afford valuable insight and knowledge which will be translated into local entrepreneurial successes. I commend the USHCC for its commitment to its membership.

Because one of the strengths of the United States has been its ethnic diversity, I am pleased that the USHCC shares my support for NAFTA, I believe it will further the economic ties between the United States and Mexico and will not only enhance our economic competitiveness but will also enrich the culture of our nation.

Best wishes for a productive Convention and Expo.

Sincerely,

Bill Bradley

United States Senator

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Dear Mr. Canchola and Members of the Chamber:

Congratulations on holding your 14th Annual National Convention and International Business Opportunity EXPO.

The Hispanic Chamber of Commerce has a proud history and an excellent record of promoting and encouraging Hispanic entrepreneurs. The growing success of the 650,000 Hispanic owned businesses in the United States and Latin America is evidence of the meaningful and consistent support of the Hispanic Chamber, as well as the talent and dedication of the business people themselves. Your success contributes to the growth of the American economy, helping raise our standard of living and contribute to our prosperity.

I wish you continued success during the coming year, and an informative and enjoyable convention and EXPO. Please share my regards with all those in attendance.

P. Lawlenberg

Sincerely,



Frank R. Lautenberg
U.S. Senate
State of New Jersey



United States of America



Robert Menendez U.S. Congress State of New Jersey 13th District



United States of America

Welcome Friends!

As the Congressional Representative for the New Jersey's 13th District, just across the Hudson River from New York City, the 14th Annual United States Hispanic Chamber of Commerce (USHCC) National Convention and International Business Opportunity EXPO is close to home. Many of you may not have had to leave town, but I'm pleased to be able to welcome each of you here this week.

I'd like to take a moment to express my support for the mission of the USHCC and to recognize its outstanding record of leadership in the Hispanic business community. Representing over 650,000 Hispanic-owned businesses in the U.S. and Latin America, and incorporating over 200 local Hispanic chambers of commerce across the country, the organization has done a magnificent job in promoting the economic growth and development of Hispanic entrepreneurs through its grassroots network.

Once again, welcome to the Convention and EXPO. It is an excellent opportunity to make and maintain the valuable business relationships so vital to the success of the community.

Sincerely,

Robert Menendez Member of Congress

Bienvenidos!

It is my pleasure to extend a warm welcome to members attending the 1993 U.S. Hispanic Chamber of Commerce National Convention in New York. The Chamber is a group I feel fortunate to have been associated with for a number of years, and I share the pride all of you must feel in your collective accomplishments.

As mayor of Denver, it was my privilege to work with your members on issues contributing to the economic growth of our city. Earlier this year, I had the great honor of being named by President Clinton as the Secretary of Transportation. I was eager to accept the challenge and the responsibility and I am proud to be the first person of Hispanic origin to hold this important cabinet post.

The President began his term in office determined to have a cabinet that "looks like America." He's done that — reflecting his firm commitment to eradicating discrimination from our country and creating an atmosphere where all people, regardless of the color of their skin or the language they speak, are treated equally. That takes courage and vision.

What you, the members of the U.S. Hispanic Chamber, have accomplished takes the same courage and vision. Your members continue to be a strong force in providing support and resources that are needed by all businesspeople in the increasingly global economy of this decade.

President Clinton's economic plan contains the largest deficit reduction in history and it includes strong incentives for businesses to create more jobs, and to invest to spur their growth. We in government remain convinced that the key to putting our country back on track is by creating more private sector initiatives to give business the opportunity to grow. Through partnerships between government and business, we can develop new technologies, help entrepreneurs to create new industries and provide more good paying, permanent jobs. The government doesn't create jobs—the private sector does. That means that when business—especially small business—prospers, so does America.

As we move forward this year with the North American Free Trade Agreement, we will strengthen our already solid relations with Mexico and open up new markets with increased opportunities for prosperity on both sides of the border. The Hispanic business community will play a crucial role in determining how we can use this agreement to its full potential.

At the Department of Transportation and throughout the federal government I have been pleased to see that we have several coalitions working together to promote awareness of and pride in the contributions of those of Hispanic heritage. As Secretary of Transportation, I am encouraging our managers to use diversity as a strengthening agent for the department —as it should be used in business and communities around the country.

At DOT we promote hiring and promotion of those from different backgrounds to enhance the potential of all our employees. We are also determined to dramatically improve our contracting practices with small and minority business and ensure that recipients of DOT assistance provide significant business opportunities to these firms. I know from experience that having an atmosphere of diverse cultures will pay great dividends for those we in government are pledged to serve — the American people.

Right now, we have a window of opportunity in our country to affect great change. With more than 200 local chapters representing hundreds of Hispanic businesses across the country, you, the members of the U.S. Hispanic Chamber of Commerce, continue to play a big part. You should take pride in the tremendous growth and success of a truly grassroots effort. And you should know that many of the changes we see today have come from your hard work.

I congratulate you and wish you success.

Sincerely,

Ildrino Terio

Federico F. Peña



Federico F. Peña Secretary of Transportation





Alfredo P. Placeres, Esq.

President

New York State Federation on

Hispanic Chambers of Commerce

Greetings:

On behalf of the New York State Federation of Hispanic Chambers, I extend my best wishes to the members of the U.S. Hispanic Chamber of Commerce gathering in New York City for the Chamber's 14th Annual Convention.

I applaud the USHCC Board of Directors for selecting New York and for reaching out for our participation. I would also like to thank Ms. Lydia Colon, Ms. Olga Del Toro, and Ms. Kitty Boneri for preparing our Federation's convention proposal, which resulted in New York's selection.

I urge you to all set aside a little time from your busy schedules to appreciate the diversity of Hispanic culture which can only be found in "La Gran Manzana."

Be assured that all of the 23 Chambers that comprise our Federation have worked very hard to make this convention the best ever.

Sincerely,

Alfredo P. Placeres, Esq.

President

New York State Federation of

Hispanic Chambers of Commerce

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¡Bienvenidos!

As Chairperson of Region V of the United States Hispanic Chamber of Commerce, it is with a great deal of pleasure that I welcome you to the "BIG APPLE," the city that never sleeps.

New York City is the home to over 2 million Hispanics, and is literally the melting pot of the Americas for us. New York City is the site for national and international trading, financial institutions such as The New York Stock Exchange are located here, museums, theatres, Metropolitan Opera House, Carnegie Hall, The United Nations, Ellis Island etc., etc., are all here for you to enjoy. It is befitting that as we continue building our bridges of opportunity that we welcome you to this great city, New York.

This is the first time that the United States Hispanic Chamber of Commerce has brought its annual convention to our city. Once again, the USHCC in combination with all our Regional chambers becomes the vehicle for advancing positive economic opportunities for our membership. Our exhibitors not only showcase their services or products but those large corporations that aggressively work with Hispanic business community can build bridges with those companies present.

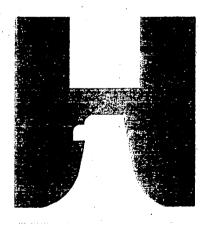
By working together we are building bridges of opportunity. Our work in providing services and programs, which is our hallmark, is not finished. The USHCC is the civil and structural engineer for the economic development of the Hispanic community. We look forward to the challenges ahead and know that the key to all our efforts is the unity of purpose and mutual effort. Let us always keep in focus that "Hoy por ti, mañana por mí" does work.

Lezmedina

Liz Medina
Chairperson Region V
United States Hispanic Chamber of Commerce



Liz Medina Region VI Chairman USHCC Board of Directors



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Lydia M. Colón
President
United States Hispanic Women's
Chamber of Commerce

¡Bienvenidos a La Gran Manzana!

It is with great pride that we welcome you to the 14th Annual U.S. Hispanic Chamber of Commerce National Convention and International Business Opportunity Expo.

The USHCC staff and its 1993 Convention Advisory Committee have worked diligently to make this convention successful. Given its locale, New York City, there is no doubt that the convention will be a huge success. Here you have the opportunity to meet purchasing agents from Fortune 500 companies and government agencies. You can develop new business contacts from all over the country as well as Hispano-America. We provide the "bridges to opportunity," you just have to cross it. So hone up your networking skills and let's get to work.

Yet don't lose sight of the many wonderful things to do and see in this dynamic, pulsating, heart-of-the-world city. Combine your business with pleasure; entertain at one of our Hispanic restaurants. And don't forget to see the sights, stay a little longer.

"Nuestra casa es su casa."

And whenever you venture in the Big Apple we hope that your stay with us will be both enjoyable and rewarding.

Sinceramente,

Lydia M. Colon

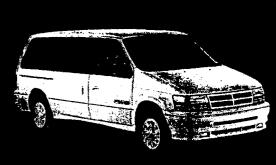
President

U.S. Hispanic Women's Chamber of Commerce

Tylin Dr. (also)

FAMILY TO FAMILY

Our Tradition.



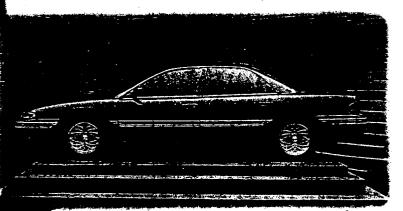
Dodge Caravan

This should come as no big surprise, since at Chrysler our "platform teams" set out to build cars and trucks that out-perform the best in the world.



Jeep Cherokee Sport

 F_{Or} decades, families have come to the Chrysler Corporation, a family of leaders they can trust: Chrysler, Plymouth, Dodge, Jeep and Eagle.



Chrysler Concorde

Get to know our family of leaders. Visit one of our dealerships and test drive our award-winning Chrysler Concorde, Dodge Intrepid or Eagle Vision, and find out why *Preventium Magazine* gave our Dodge Caravan and Plymouth Voyager the "Safe Van of the Year" award.

 $F_{\mbox{amilies}}$ know that mile after mile, they can depend on our family to bring only the best to theirs.

This is ...

H07772



ADVANTAGE: CHRYSLER









See limited warranties, restrictions & details at dealer. Excludes normal maintenance, adjustments & wear items. Jeep is a registered trademark of the Chrysler Corporation.

ALWAYS WEAR YOUR SEAT BELT.



United States
Hispanic Chamber of
Commerce

BOARD OF DIRECTORS



Lillian Aguilar Region I, California

I want to encourage all Hispanic businessmen and businesswomen to form a partnership with the USHCC, Corporate America, government and other small businesses so we can work together to increase Hispanic business in the coming year.



Forming these partnerships will be an easy way for all of us to be more successful and to improve our quality of life. They will also allow us to be the role models that are necessary for our young Hispanics coming into the business world.

It is also very important that we learn as much about free trade with Mexico as we can to see if it is possible to expand our business internationally.

All this information will be available for you at this year's USHCC national convention.



Richard S. Lujan Region I, California

My continuous involvement with the Hispanic community has given me an optimistic outlook on the progress that has been made up to this point. There is still a lot more that needs to be accomplished. The USHCC has proven itself to be an important vehicle for Hispanic Business to achieve continued progress.... take advantage of it!

The USHCC's 14th Annual National Convention and International Business EXPO provides the Hispanic community with an opportunity to empower ourselves. The convention offers business

sessions on franchising, access to capital, marketing to the Hispanic community, and much more. The convention also allows contact with business men and women, giving you access to economic opportunities. The possibilities are endless.

Manny Rosales Region I, California

I want to personally welcome everyone to the 14th Annual National Convention and Business Opportunity EXPO. The present economic situation and how it affects business as a whole, in particular in Hispanic business, reinforces the importance and need for the USHCC national conventions. The convention's exposure of business development, opportunity and international trade will benefit everyone involved. Here we have the opportunity to unite as one voice, and in so doing achieve the power and recognition that Hispanics deserve. I hope you will take advantage of the possibilities!





John Avila Region II, New Mexico

Bienvenidos.

I have been honored to serve on this board. I will forever have fond memories of many, many friendships and experiences from these past four years. I personally thank all of the people that have supported me during my term.

I could speak of all the accomplishments that have occurred during the past years, but that is all history now and part of our past. Perhaps, the most important part of history is the creation of it and the vision someone had in the creation of that history.

We are charged with speaking the vision for the future and the creation of our history. What we hold as extremely important is the past, and our fervor for the past dims our vision for the future. It may not make any difference where we have been! As long as the conversation is about the past, our vision is not being expressed much less heard. I'm not advocating we forget our past or ignore our heritage. I'm advocating we use that heritage as a platform to speak about the future, rather than a platform for demands about what we deserve. I believe we deserve everything we are willing to have and work for. I challenge you to speak about your vision for the future. Not our future, but the future of our great grandchildren and what kind of world we're going to create for them. We have had great predecessors who have already spoken and created our past. Adelante!

Ronald E. Montoya Region II, Colorado

My fellow members

Leadership may be either stationary or fluid.

Leadership that is stationary prefers the status quo. It is a leadership more caretaker in nature than dynamic, and there are times when that type is needed and will serve of the constituency well.



But not always. There inevitably comes a time when change is necessary or there to be growth. At that time, leadership must become fluid. Fluid in terms of being aggressive and innovative. We have reached one of those times.

For well over a decade now, many Hispanic and other minority businesses have relied heavily on the "ten percent solution" for success. By this I mean of course, the affirmative action goal for utilizing MBEs, WBEs and DBEs. As needed and successful as this was for the minority business community in America, we must all realize that it has become a limiting factor to growth in many respects. It has become too easy to "settle" for just 10 percent of the pie. We must begin to think in terms of reaching for 100% percent of the pie and thereby achieving greater levels of success. It means instilling the idea among all Hispanic businesses that we can compete on an equal playing field and not just "disadvantaged" businesses, which has become a new type of stereotyping that must be firmly rejected.

We have a powerful tool to help achieve this: our network.

Now more than ever we must call on our capability to utilize each other's businesses to the fullest extent possible. We have grown tremendously in number over the years to the extent that we are able to support each other in becoming equal players in the business field. We must turn to this strength as the foundation of our next generation of growth.

It is a fluid form of leadership that the times demand.



Lic. Ernesto Chavarria Region III, Texas

As Chairman of Region III, and Chairman of International Affairs for the USHCC, I want to personally welcome you to the United States Hispanic Chamber of Commerce (USHCC) 14th Annual National Convention and International Business Opportunity Expo in New York, New York.

We will have an opportunity to network, make contacts and take care of business. I will continue to represent our membership as an assertive advocate, focusing in three priorities: advocacy, business development and leadership.

In order to achieve economic empowerment, we must insist on equity and inclusion from all concerned, on behalf of our Hispanic community. The public and private sectors must increase their level of participation as true business partners, especially corporate responsibility by Corporate America.

Finally, we must continue to actively support passage of a North America Free trade Agreement (NAFTA) between U.S./Canada/Mexico because NAFTA means opportunity and jobs for all our communities.

Working together with the common goal of increasing opportunities for Hispanic America can become a reality, with strong leadership and focused mission. I am committed to this, the Hispanic agenda of the 90's.

Thank you for your continued support.

Manny Lopez Region III, Missouri

I would like to welcome you all to the United States Hispanic Chamber of Commerce's 14th Annual National Convention and International Business EXPO.

My commitment towards the development of Hispanic owned businesses throughout the country is still present. As a Board Member one of my major tasks has been to increase business opportunities for all those who seek involvement in the Hispanic Business Community.



The USHCC's Convention provides a forum for networking and the exchange of new ideas. In order for Hispanic Business to grow and develop economically, we must all work together to achieve a prosperous future. I urge everyone to take advantage of this opportunity that the USHCC has provided. Enjoy the Convention and your stay in New York City.



Adam Lara Region III, Texas

I, Adam R. Lara, would like to personally welcome you to the United States Hispanic Chamber of commerce 14th Annual Convention and Business EXPO being held in New York City.

As of February 1993, I was elected to the Board of Directors for Region III. I have had the opportunity to be a part of the Hispanic panel representing the USHCC to Canada and Mexico. The theme for this year's Convention, is "Building Bridges of Opportunity". This will enhance our position and play a vital role in the new International Global market.

I want to encourage all Hispanic business people to form a partnership with the USHCC, Corporate America, the Government, and other small businesses. We can work together to increase Hispanic businesses in the coming year. Forming partnerships will be easy for us to improve our quality of life, be more successful, and to be role models for our young Hispanics entering the business world.

As board member of Region III, I look forward to welcoming our friends, corporate partners, and Hispanic entrepreneurs from all over the country.

Ric Gonzalez Region IV, Michigan

"Welcome to New York"

Greetings and welcome to the 14th annual United States Hispanic Chamber of Commerce Convention—an event which promises to be our biggest and best ever. Due to printing deadlines, as I write these words it is Springtime and the World blooms fresh with renewal and rebirth. I mention this because it seems Spring is an appropriate metaphor for the present state of USHCC.



From our winter retreat was born a five year plan which, when brought to fruition, will make the USHCC a stronger, more responsive and valuable organization for all of our members. The direction and commitment this plan establishes signifies a distinct sense of progress. But the price of progress is the task of overcoming both internal turmoil and the external challenges of political change is indeed an exciting time for all Hispanic business people. The opportunities offered by NAFTA and the demographics which lend ever increasing respect and recognition from corporate America are unprecedented in our lifetime.

I hope we can all realize that only by uniting and working together can our full potential become a reality.

I hope the next few days will enthuse you with an excitement for the opportunities that exist for the Hispanic business.

I hope that this enthusiasm will sustain the Fall, the Winter and many seasons and years to come: and that the friendships and acquaintances you make and renew here in New York will be life long.

Hope springs eternal.



Ernest Ojeda Region IV, Indiana

I want to personally welcome all to the USHCC's 14th Annual National Convention and International Business Opportunity Expo being held in New York, New York.

It has been a privilege and an honor to have served as a Board Member for the USHCC this past year. This is my second year as a Board Member, and the challenges of sitting on the USHCC Board have made a positive impression on me.

This year our theme is "Building Bridges of Opportunity." We as Hispanics have made great strides in the business arena in addition to the community. The number of Hispanic owned businesses has grown by leaps and bounds over the past decade and will continue to grow larger as the promising opportunities of a North American Free Trade Agreement becomes realities.

I welcome you to the Convention and invite and urge you to network with those in attendance. The opportunities await as we forge ahead into the next century.

Joseph Mario Moreno Region IV, Illinois

On behalf of Region IV and as Chairman of the Senior Executive Corporate Advisory Board (SECAB), I welcome our entire membership and friends to the 14th Annual National Convention and International Business Opportunity EXPO. I would like to thank the members of SECAB for their consistent commitment to the United States Hispanic Chamber of Commerce (USHCC) throughout the years. Hispanic entrepreneurs continue to successfully impact the growth of the American economy. The struggle to pass NAFTA continues, and so must our determination to make free trade a reality. NAFTA would help Hispanic business to play a vital role in the new international global market. I strongly urge everyone to contact the USHCC to see how they can help this cause.





Juan Bustamante Region V, New Jersey

As one of the board members from Region V, I want to welcome you to the 14th Annual National Convention and International Business Opportunity Expo.

You are in the unique New York City, the capital of the world, and you are participating of the greatest event of the Hispanic business community around the country. This is the only event in the United States that connects together the best of the best of our business community.

The program has been designed to allow you to establish all the needed business relationships with government and corporate representatives, obtain the latest news from our business development sessions, as well as to increase and improve the networking relationships among our Hispanic leaders from all over the United States and Latin America.

Please, enjoy the city, our convention and remember that you are the fundamental part of the Hispanic business community and we need you to start "Building Bridges of Opportunity".

Elliott Rivera Region VI, Puerto Rico

Fellow businessmen:

In the first place, we would like to extend to you a most cordial welcome to this great assembly and convention. We have prepared it with great assembly and convention. We have prepared it with great love and respect for you, who constitute the very reason for the existence of our organization.



- To the exhibitors in the Fair, we wish great success. To the visitors and members of the various chambers of the nation, we say that this is a most opportune moment to augment your relationships with the national enterprises represented here. Taking advantage of the attendance of our Hispanic colleagues, who we know are leaders in their areas, we venture to say that we are leaders in their areas, we venture to say that we are at a point in time to attain the maximum socioeconomic progress with, and for our people. We are among the lucky Americans who are born to be at least bi-lingual and should take advantage of this asset. We can do so, however, only by making a united effort as leaders to have our children learn good Spanish as well as good English, and urge them to attain the highest grade of education possible. We must involve ourselves and our offspring in organizing our communities in civic and political groups, as well as in athletic activities. Through maximum schooling and civic participation our minority will come to know and be of importance in the proper exercise of the democratic vote, which is the method by which progress is attained in our great democracy. We have great leaders in all the divisions of good life; in the classic arts, in sports, in the movies, on the stage, in politics, in commerce, and in beauty, as attested to by Miss Universe, a girl from a small town in Puerto Rico. The USHCC is our franchise for leadership and for what we can accomplish by working together.
- The future history of Hispanics in our beloved nation depends partly on our dedication, coordination and the direction in which we point these efforts. If we dedicate, coordinate and direct our efforts as effectively as we are able, we cannot fail.



Vicente P. Rodriguez Region VI, Florida

We are pleased to welcome all our friends to our 14th Annual National Convention and Business Expo!

Chambers of Commerce throughout the country are the major vehicles that promote the economic development and are needed to achieve our rightful place in this country.

President Clinton's Enterprise for the Americas initiative offers Hispanics the opportunity in our country to play a vital role in our future's economy in both region and the United States.

We find this to be of extraordinary importance and hope to share this concern with you.

Gladys M. Montiel Region VI, Georgia

I would like to welcome you to the USHCC 14th Annual National Convention and Business Opportunity EXPO. This year's theme, "USHCC - Building Bridges of Opportunity", exemplifies Hispanics' efforts and determination to excel in today's business, as well as the political world. This year's convention will provide our visitors with the chance to build lasting business relationships with U.S. companies and to branch out to our fellow Latin American companies. Let's make these opportunities become realities on September 22, 1993!



The SIX REGIONS of the UNITED STATES HISPANIC CHAMBER OF COMMERCE

REGION I

ALASKA, CALIFORNIA, HAWAII, IDAHO, NEVADA, OREGON, WASHINGTON

REGION 2

ARIZONA, COLORADO, MONTANA, NEBRASKA, NEW MEXICO, NORTH DAKOTA, SOUTH DAKOTA, UTAH, WYOMING

REGION 3

ARKANSAS, KANSAS, LOUISIANA, MISSOURI, OKLAHOMA, TEXAS

REGION 4

IOWA, ILLINOIS, INDIANA, KENTUCKY, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

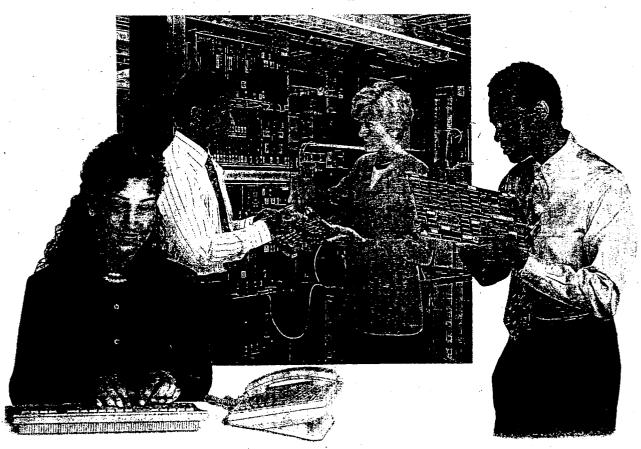
REGION 5

CONNECTICUT, DELAWARE, DISTRICT OF COLUMBIA, MASSACHUSETTS, MARYLAND, MAINE, NEW HAMPSHIRE, NEW JERSEY, NEW YORK,
PENNSYLVANIA, RHODE ISLAND, VERMONT, VIRGINIA, WEST VIRGINIA

REGION 6

ALABAMA, FLORIDA, GEORGIA, MISSISSIPPI, NORTH CAROLINA, PUERTO RICO, SOUTH CAROLINA, TENNESSEE

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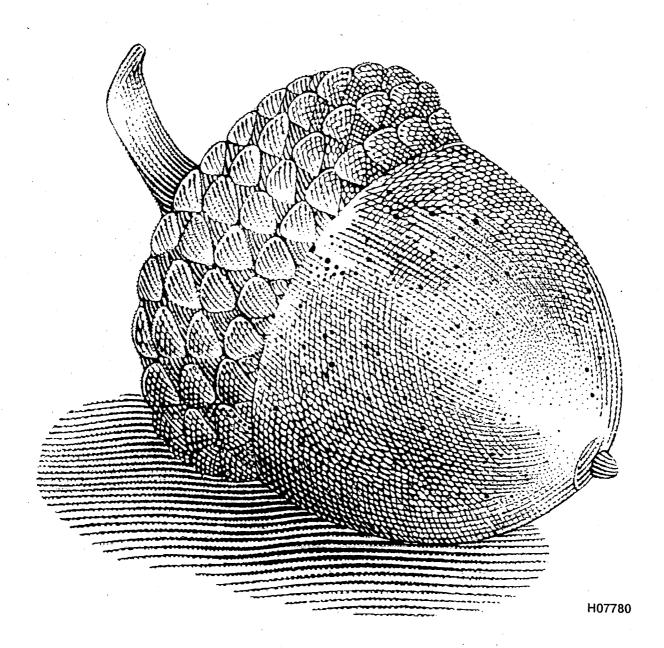
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So make the most of what Ameritech has to offer and link your business with success. Call us: 708/248-2249.



A corns are a stubborn lot. You can plead with them, cajole them, sing to them if you like, but there's just no hurrying them. Nature moves at a yawning pace, it's true. And plain speaking, she just wants to stay healthy and breathe easy like the rest of us. So next time you pass an aspiring tree, maybe you ought to sit and tend it awhile. The attention will be greatly appreciated.



Protecting the environment is important to all of us.





United States
Hispanic Chamber
of Commerce

Special Guests

1993



Richard Bela President HACR

Richard José Bela is a lawyer/buisnessman from San Antonio, Texas. He was appointed Director of The Association on Corporate Responsibility (HACR) in January of 1992 and elected President in April, 1992. His tenure at HACR has brought about certain program initiatives including annual survey on Hispanic directors and executive officers in the Fortune 1000 corporations, as well as an annual symposium on diversity and an annual corporate responsibility awards program.



Rudy Beserra
Dir. of Civic/ Governmental Latin Affairs
The Coca-Cola Company

Mr. Rudy M. Beserra has been working with The Coca Cola Company since 1989 as the Director of Civic/ Governmental Latin Affairs. He specializes in identifying and interpreting Latin Community interests and attitudes to Coca Cola and relates company policy and practices to the community. He has also been active in developing the strategic plans for entering Latin American markets. Prior to the Coca Cola Company, Mr. Beserra has played a prominent role in representing Central America and South Africa in ethnic issues as Public Liaison for the White House. In addition, Mr. Beserra has worked with the Republican National Committee in the Political Division as well as the Communications Division representing various interest groups including the Hispanic community.



Maria Davilla-Puguero Director of Special Markets Pepsi-Cola Bottling Company

Maria Davila is Director of Special Markets for the Pepsi-Cola Bottling Company of New York, Inc. She is responsible for the development and implementation of community and marketing programs for the Hispanic market in New York. She joined the Pepsi-Cola Company in 1984 and has since become an integral part of the New Generation Team. Ms. Davila is a member of the Puerto Rican Family Institute Foundation and The Council on Adoptable Children Business Advisory Board.



Mariano Diaz
President
National Supermarket Association

Born in the Dominican Republic, Mariano A. Diaz immigrated to New York when he was twenty years old, and he's been a member of the food industry for 16 years. Fluent in Portuguese, French, Italian and Spanish, he planned to attend graduate school and then study law, but his life took a different turn. Mariano helped out in his uncle's grocery store while in college, and eventually he took over the business. In addition to running and expanding his successful business, Mariano has served on numerous committees that dedicated their fundraising efforts to charitable, social and educational causes. This year the Catholic Institute of the Food Industry recognized Mr. Diaz's contributions by bestowing upon him the Man of the Year Award.



Beverly Vigil Ellerman
President and Owner
Potomac Alliance Incorporated

For 18 years of her professional career, Ms. Ellerman has successfully worked in government related positions through her service on U.S. Senatorial and Congressional staffs, political campaigns, non-profit organizations, and as a consultant to U.S. corporations. Ms. Ellerman is currently President of Potomac Alliance Incorporated, a Washington, DC based government and corporate public, affairs advisory firm. Prior to her founding Potomac Alliance, Ms. Ellerman was President/CEO of the National Hispanic Leadership and Policy Development Institute, a national organization that promotes the betterment of the Hispanic community. From 1989 to 1991, Ms. Ellerman was Director of National Relations, Academy for Intercultural Training, at Georgetown University.



Marlene Cintrón de Frias Director NY Mayor's Office for Latino Affairs

Marlene Cintrón de Frías was appointed by Mayor David N. Dinkins on February 19, 1991. The Georgetown University Law School graduate, has a long history of service to the Latino community in New York City. In the tast five years, Ms. Cintron de Frias was the Chairperson of United Bronx Parents, Bronx Aid Services, Inc. and sits on the board of the National Hispanic Scholarship Fund.

At the Mayor's Office for Latino Affairs, she has been responsible for settling a law suit against N.Y.C. that doubled the number of Latino Police Officers eligible to become Precinct Captains. Among other projects, she is also responsible for convincing the City of New York to grant the permit for El Gran Fieston de Nueva York for Hispanic Heritage month.



Lolita Fonnegra
Associate Director, NY State
Governor's Office for Hispanic Affairs

Lolita Fonnegra is the Associate Director of the New York State Governor's Office for Hispanic Affairs, an appointment which she has held since 1986. Ms. Fonnegra is responsible for maintaining relations with the Latin American Consulates, and organizing special projects and events that affect the Hispanic community in New York State. She was appointed as a member to Mayor Koch's commission on Hispanic Concerns, the Mayor's Health Subcommittee and is a current member of the Board of Directors of the American Diabetes Association. She has numerous awards received recognition such as the Cuban American National Council Award, the Presidential Award of City University Graduate Center and most recently, the 1993 U.S. Surgeon General Exemplary Service Award.



Roger Díaz de Cossio Director, Program for Mexican Communities Abroad

Roger Diaz de Cossio is director of the Programa para las Comunidades Mexicanas en el Extranjero (Program for Mexican Communities Abroad) of the Secretaria de Relaciones Exteriores (SRE) in Mexico. In this capacity he promotes projects that will improve relations between Mexican Americans and Hispanics with groups and organizations in Mexico in the areas of business. tourism, culture and education. Dr. Díaz de Cossio was previously director of Cooperación Técnica y Científica of the SRE. From 1970 to 1988, he worked at the Secretaria de Comercio as director for programming. He was director of social and cultural services for the Instituto de Seguridad Social al Servicio de los Trabajadores del Estado (ISSSTE).



Howard Golden
President
Borough of Brooklyn

Howard Golden was elected 16th president of the Borough of Brooklyn and was first sworn into office on January 3rd, 1977. Since then he has been reelected 3 times with vote totals ranging from an impressive 66 to 81 percent. His main challenges were to develop the economy of Brooklyn, address school conditions and housing opportunities for Brooklynites. Among his largest projects was a "Unity in Brooklyn" campaign with the mission to unify the various racial, religious and ethnic groups of the Borough with the support of business, civic, student, religious, and government leaders. Mr. Golden is Chairman of the Executive Committee and a member of the N.Y. State and National Democratic Committees. He is also member of various civic, philanthropic and religious organizations.



Richardo Dajer President, Nat'l Confederation of Chambers of Commerce, Service, & Tourism

Elias Daier Nahum entrepreneur, was born in Merida, Yucatan in 1955. He attended the "Universidad Autonoma de Yucatan" where he obtained his C.P.A. Mr. Dajer Nahum began his public career in 1982 as a member of the "Consejo Consultivo de Banca Confia" as well as the Treasurer for the "Union de Credito del Comercio, los Servicios y el Turismo del Suroeste.'' He acted from 1987 to 1991, as President for the Turistica ''Inmobiliaria Nuevo Yucatan." Mr. Dajer Nahum is co-founder/President for the "Fomento Turistico de Yucatan," the school "Ateneo de Merida, S.C," and "Fundacion Yucatan." In addition, Mr Dajer is the President of the National Confederation of Chambers Commerce, Service and Tourism.



Carolina Herrera Designer

Carolina Herrera's known for her sense of style and grace, entered the design arena in April of 1981 with the introduction of her first collection and the founding of her company. She has since become a designer of international stature. She has designed and created her Bridal Collection, Studio Collection and perfume for men and women. Her designs are known throughout the world for their understated elegance, quality and sophistication for the modern women. Mrs. Herrera has also been acknowledged not only for her contributions to fashion design, but also for her constant dedication to charitable and community organizations.



Elizabeth Holtzman New York City Comptroller

Elizabeth Holtzman is a graduate of Harvard Law School and Radcliffe College. Holtzman began her career in public service when she was elected to the 16th Congressional District from Brooklyn, New York, in 1972. During her four terms in Congress, Holtzman received national attention for her role in the Watergate hearings, the fight against Nazi war criminals, protecting the rights of rape victims and extending the ratification period for Equal Rights Amendment. In 1981, Holtzman was elected as the Brooklyn District Attorney, the first women D.A. in New York City. As D.A. she fought against discrimination and for the rights of crime victims and implementing new ideas. In January, 1990, Elizabeth Holtzman began to serve as New York City first woman Comptroller.



Jorge Rodriguez, C.P.A. Senior Manager Watkins, Meegan, Drury & Co.

Jorge L. Rodriguez, CPA, is a Senior Manager with the national accounting and business advisory firm of Watkins, Meegan, Drury & Co., headquartered in Bethesda, Maryland Mr. Rodriguez provides accounting, auditing, tax, and business advisory services to major Hispanic owned business advisory services to major hispanic owned businesses and tax exempt organizations in Washington, D.C. area



Choco Meza
Deputy Asst. Secretary for
Intergovernmental Relations, HUD

Ms. Choco Gonzalez Meza was appointed Deputy Assistant Secretary for Intergovernmental Relations at the U.S. Department of Housing and Urban Development in May 1993, following service as Special Assistant to Secretary Henry Cisneros in February 1993. As Deputy Assistant Secretary, Ms. Meza leads the office in its mission as liaison between the Secretary and the Assistant to the President for Intergovernmental Affairs, state and local officials, public and private interest groups, and other federal government offices. Among her numerous awards, she was inducted into the San Antonio Women's Hall of Fame. In 1990, she and her family were finalist for the 1990 Texas Hispanic Family of the Year citation and was selected as one of the "People Most Likely to Change Our Lives" by the San Antonio Express-News.



Mark Rodriguez Vice-President, U.S. Hispanic Junior Chamber of Commerce

Mark Rodriguez, Co-founder and Vice President of the United States Hispanic Chamber of Commerce (USJHCC), was born in the South Bronx to Cuban and Puerto Rican As Vice President of the parents. USHJCC, he is responsible for developing directing and implementation of Mentor and S.T.A.R. programs, as well as coordinating the network between organizations and members and serves as the liaison to the Hispanic Federation. In 1992 he graduated from the Benjamin N. Cardozo School of Law. He was President of the schools's Latino Law Student Association and co-founder of the National Latino Law Student Association. Presently he is awaiting admission into the First Department after passing the Bar Association.



Jackie Nespral Co-anchor, "Today" Weekend NBC

Jackie Nespral joined NBC News in June 1992 as co-anchor of the Saturday and Sunday editions of "Today." In her role as co-anchor, Nespral has interviewed newsmakers and celebrities including HUD Secretary Henry Cisneros, Ireland's President Mary Robinson, NOW President Patricia Ireland, Bill Cosby, Gloria Stefan, Andy Garcia and Arnold Schwarzenegger among others. Nespral's report on the controversy surrounding the distribution of morning after pills on college campuses won her an Honorable Mention from the American Women in Radio and Television. From 1990 in 1992, Nespral was the anchor of a one-hour live national newscast "Noticias y Mas," one of the two national newscasts at the Univision Network.



Manuel Sanchez
President
Gulf Atlantic Life Insurance Company

Manuel Sanchez, with a Doctorate degree from the University of Southern California, is President and Chief Executive Officer of Gulf Atlantic Life Insurance Company. Mr. Sanchez joined Gulf Atlantic in 1991 with prior experience as Co-founder, Senior Partner and President of Vogt, Sanchez and Meadville, a seventeen lawyer firm specializing in business, corporate, tax, litigation, regulatory, health, administrative and international law. He also had previously been the Executive Vice President and Chief Officer for Blue Cross of California from 1975 to 1983 and Co-founder with executive accountability for Health Net. He presently serves as member of the board of directors for the Los Angeles Music Center Theater Group, TELACU Industries, Latin Business Association and other entities.



Kay Ortega Former U.S. Treasurer

Appointed by President Reagan and confirmed by the Senate, Ms. Ortega served as the 38th Treasurer of the United States from September 1983 through June 1989. As Treasurer, she had both management and policy responsibilities for three of the Department of the Treasury's major bureaus: the U.S. Mint, the Bureau of Engraving and Printing, and the U.S. Savings Bond Division. These bureaus had combined budgets in excess of \$300 million and a workforce of more than 4,000. For her service to Department of the Treasury, Secretary presented her with Alexander Hamilton Award, the Department's highest honor.



Senior Vice-President, Canadian Chamber of Commerce

As Senior Vice President, International, of the Canadian Chamber of Commerce, Mr. Page is responsible for the overall development and management of the Chamber's international activities in Asia, the Pacific, Europe, the Middle East and North America. Born in Ottawa, Mr. Page received his Bachelor of Arts degree at Queens University and Masters degree from Carleton University after studying in France for two years. He first joined the Canadian Chamber of Commerce in 1986 as Director of International Policy. Among his responsibilities are coordinating Chamber policy on the Canada-U.S. Free Trade Agreement, and advising the Chamber President and members of the Board of Directors on international policy issues in general.



Rose Rodriguez Ramirez Executive Director, NY Governor's Office for Hispanic Affairs

Rose Rodriguez has recently been appointed by Governor Mario M. Cuomo to serve as the Executive Director of the Governor's Office for Hispanic Affairs. As the Governor's hispanic Analis. As the Covernor sliason, she advocates on behalf of the Hispanic Community in all aspects of State Government. Also actively involved in community service, she served as Secretary to the community based organization, Political Action for Latino Advancement and also co-founded the Mid-Bronx Community Association. Regarded as one of the brightest campaign technicians, she has been extensively involved in ensuring political representation during the campaigns of Congressman Serrano, Assemblyman Ramirez and as Bronx Coordinator for the 1992 Clinton/Gore/ N.Y.S. Coordinated Campaign.



Donna Shalala Secretary of Health & Human Services

Donna E. Shalala, nominated by President Bill Clinton to be Secretary of Health and Human Services, is responsible to oversee the major health, welfare, food and drug safety, medical research and income security programs serving the American people. Before coming to HHS in January, Secretary Shalala had served since 1988 as chancellor of the University of Wisconsin at Madison, the first women to head a Big Ten university. In addition, she served as assistant secretary for policy development and research, Department of Housing and Urban Development under the Carter Administration. She has served the boards of the Children's Defense Fund Committee for Economic Development. Among others, she has been director and trusteeship to Spelman College, the Carnegie Athletic Association Foundation and National Women's Law Center.



Claire Shulman President **Borough of Queens**

In 1986, Claire Shulman became the first woman to be elected Borough President of Queens County. As the highest-ranking elected official in a borough of almost 2 million people, Ms. Shulman plays a major role in a wide range of land use issues, the Development of the city's expense and capital budgets and makes recommendations to the Mayor and other city officials that are in the interests of the people of the borough. In 1968 she was elected as Chairperson of the Community Board in Bayside. Since then she has been promoted to the positions of Deputy Borough President and finally designated to Borough President by a unanimous vote of the delegation. accomplishments have included the rezoning of dozens of neighborhoods to generate responsible development and economic revitalization.



Andrew Stein New York City Council President

Andrew Jay Stein was re-elected to a four year term as New York City Council President in November 1989 and was sworn into office at City Hall on January 1, 1990. He has focused his efforts in reforms for the Health Care System, the Emergency Medical Service, Nursing Hornes, Foster Care and the School Custodial System. Mr. Stein holds a baccalaureate degree in history from Long Island University and entered public life as the New York State Assembly representative from Manhattan's East Side from 1968 to 1977. Governor Nelson Rockfeller appointed Mr. Stein chairman of the New York State Temporary Commission on Living Costs and the Economy in 1973. Mr. Stein served as Manhattan Borough President from 1978 until 1986.



Isabelle Tapia
Deputy Assistant to the President
The White House

Isabelle Rodriguez Tapia was appointed by President Clinton in January 1993 as Deputy Assistant to the President and Deputy Director of Scheduling and Advance for the White House. With her extensive experience working with democratic presidential candidates Mondale, Dukakis and Clinton; she has participated in panel discussions of campaign structure and advance work specific to the Presidential general election. Before working with the president, Ms. Tapia served Feldman and Curtis as a legislative analyst participating in the development and implementation of strategies to lobby Congress and the Executive branch of government on public policy initiatives before the Congress and the Executive Branch.



Miguel Uría President ORO Financial, Inc.

Mr. Uria has been in the investment banking and securities brokerage business since 1963. His firm, ORO Financial, Inc., is one of the few hispanic-owned broker/dealers in the country. Mr. Uria also serves in a variety of other local civic capacities, including Commissioner of the Pan American Commission, Director of the World Trade Center of New Orleans; Trustee of the Alton Ochsner Foundation; and is a member of the Board of Directors of Cucos Directors of Cucos Restaurants, a publicly traded company. On the national level, he is a member of the Business Conduct Committee for the National Association of Securities Dealers, Chairman of the National Association of Hispanic Investment Bankers and Advisors and National Finance Director of the Permanent Secretariat of the Hemispheric Congress of Latin Chambers and Industry.



Peter Vallone Speaker of the City Council - City Hall, New York City

Mr. Peter F. Vallone is Majority Leader and Speaker of the City Council-City Hall in New York City and attorney with Vallone and Calabrese law firm. Mr. Vallone has represented the Heights, Jackson Astoria, Elmhurst, College Point, Whitestone and Malba areas as member of the Mr. Vallone has been a Council. member of the Council since January, 1974. Since he began his tenure he has participated in various committees of Chamber, Rules, Privileges and Elections, Standards and Ethics and Government Operations. Prior to working with the Council of New York, he was a member of the State Democratic Platform Committee in 1976 and co-chairman of the Italian American Legislators Caucus.

The United States Hispanic Chamber of Commerce would like to thank and acknowledge the following

Business Sessions Panelists

for sharing their time and expertise with our convention participants through our sessions.

Access to Capital

George Autobee, World Demographic Research Angela Cabrera, NYS Department of Economic Development

Joe Milla, Bronx Northern Manhattan Steve Moya, Moya Villanueva & Associates Joe Wiscovitch, Wiscovitch Associates Ltd. Victor Ornelas, Ornelas & Associates Selling to Corporate America

Floyd E. Lewis, Anheuser-Busch Companies John C. Lopez, Normac Foods, Inc. Jerry Martin, Frito Lay Inc. Lionel Sosa, Sosa, Bromley, Aguilar & Associates

Basic Marketing for Small Business on a Budget

Denise Carroll, The Training Annex

Association Management & Local Chamber Development

George Autobee, World Demographic Research Ruben Jaregui, Vargas & Company Rick Gonzalez, San Antonio H.C.C. Roy Nuñez, Institute for Organizational Training & Development

Corporate Boards-Inaccessible Jose F. Niño, USHCC Richard J. Bela, HACR Dynamics of the Hispanic Market
Gerardo Antonio Angulo, First Capital Advisers, Inc.
Serafin Mariel, New York National Bank
Joyce Overly, Ark Capital Advisers, Inc.
Myrtha Becker, Chemical Bank
Marcial E. Robiou, Business Consortium Fund Inc.
Miguel Uria, Oro Financial Inc.

NAFTA

Timothy Page, The Canadian Chamber of Commerce Ann Pizzorusso, Philip Electronic North America Corporation Dr. Hermann Von Bertrab, FTA Office

Franchising Opportunities
Olga Aros, McDonald's Corporation
Terrian Barnes-Bryant, Research/Minority and Women's
Affairs
Jeane Hitchcock, Southland Corporation

Jeane Hitchcock, Southland Corporation Susan Kezios, Women in Franchising Vicente Silva, Burguer King

Federal Procurement

Mae Culp, FDIC Office of Equal Opportunity
Leon Hampton, OSDBU, Environmental Protection Agency
George Herrera, David J. Burgos & Associates
Teresa McBride, McBride & Associates
William Terry Moore, Department of Transportation
Luis R. Quiñonez, IQ Management Corporation
Maria Elena Toraño, META

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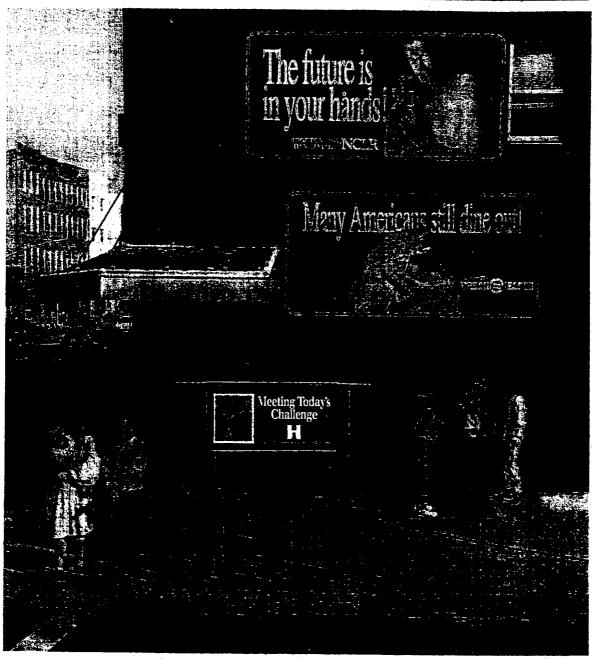
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*FOR MORE INFORMATION WRITE: Manager, Minority Economic Development Programs, Eastman Kodak Company, 343 State Street, Rochester, NY 14650



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The work of the National Council of La Raza, the United States Hispanic Chamber of Commerce, SER-Jobs for Progress, Inc., and the Southwest Voter Registration Education Project is essential to the communities they serve. That's why R.J. Reynolds Tobacco Company is committed to helping these organizations grow. No where is this support more visible than in the R.J. Reynolds Public Service Billboard Program.

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more awareness is focused on the vital community development work they carry out.

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United States Hispanic Chamber of Commerce

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Ameritech Chemical Bank Chrysler Corporation **United Parcel Services**

Developing Businesses that Meet the Challenge of the Next Century



TELACU has a successful track record of operating profitable businesses. As a minority owned firm we rank 19th in the nation, third in California, and number one in Los Angeles County. However, future success is based on recognizing and solving the needs of business in the next century. TELACU is a progressive and imaginative company, we search and define business opportunities that create quality jobs and produce revenue for future growth.

Our vision for the future enables us to acheive success today.



Working in Partnership with Business, Community and Government 5400 East Olympic Boulevard, Suite 300, Los Angeles, California 90022 (213) 721-1655

Community Thrift & Loan · Community Credit Corporation · TELACU Development Corporation South Coast Shingle Company, Inc. · TELACU Industrial Park · TELACU Carpenter · The Portals The Weissker Companies · Weatherization/Inter-City Energy Systems · Tamayo Restaurant TELACU Youth Services · Domingos Alegres · TELACU Education Foundation





United States
Hispanic Chamber of
Commerce

CORPORATE SUSTAINING PARTNERS

The U.S. Hispanic Chamber of Commerce would like to take this opportunity to sincerely thank and acknowledge the support of our Corporate Sustaining Partners. It is with their outstanding financial contributions that the United States Hispanic Chamber of Commerce achieves a high level of quality service to its membership.

Anheuser-Busch Companies, Inc. Baskin-Robbins, Inc. BellSouth Corporation Coca-Cola USA **EDS** Ford Motor Company General Motors Corporation Johnson & Johnson **KMart Corporation** MCI Telecommunications Corp. NationsBank PepsiCo Inc. Philip Morris Companies Inc. RJ Reynolds Tobacco Company Southwestern Bell Telephone Co. The Chevron Companies The Dun & Bradstreet Corporation Time Warner Inc. Toyota Motor Sales USA United Parcel Service Wal-Mart Stores, Inc.



August A. Busch III
Chairman of the Board and
President

September 22, 1993 -

Dear Friends:

Once again, it is our pleasure to support the United States Hispanic Chamber of Commerce. Through your efforts to develop Hispanic businesses and promote national and international partnerships, the Hispanic Chamber truly does build bridges of opportunity for Hispanic entrepreneurs across the nation. We at Anheuser-Busch are proud to be a part of your work, and to serve as a sponsor of this 14th National Convention.

On behalf of the nearly 45,000 employees and 900 independent wholesalers who make up the Anheuser-Busch family, I extend our best wishes for a great convention. You have our continued commitment and support

Sincerely,

August A. Busch III

Chairman of the Board and President

Anheuser-Busch Companies, Inc.



Es lo que comunmente se escucha cuando brindamos entre amigos con una Budweiser®

Respeto...

Es un convenio entre amigos para que exista la paz y armonía. Es saber distinguir cuando es el momento debido y oportuno.

Control...

Es conocer nuestro límite y actuar responsablemente como seres humanos.

En Budweiser® elaboramos con orgullo cervezas de gran calidad. Y ahora brindamos con gusto, por todos ustedes que consumen nuestros productos con... Salud, Respeto y Control.

H07792

Budweiser



G O L D · S P O N S O R



R.E. Allen

September 22, 1993

AT&T is proud to support the United States Hispanic Chamber of Commerce at its 14th Annual National Convention this year

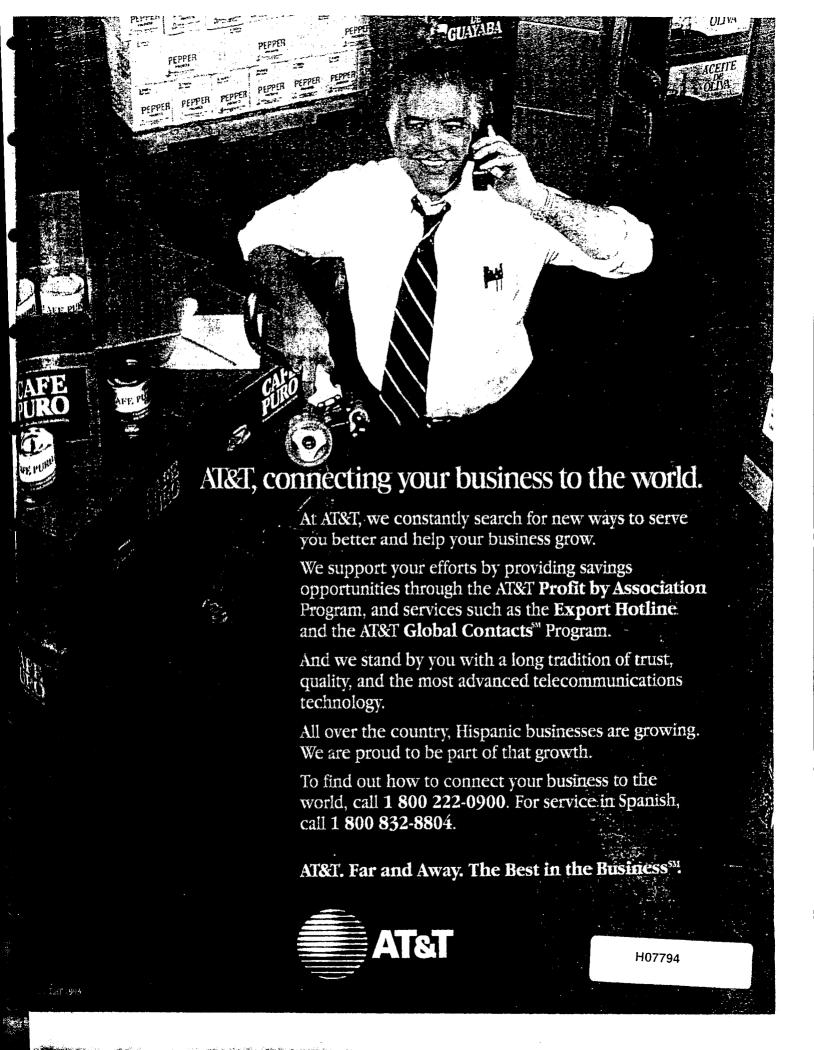
Today the work of the Chamber to enhance and promote the health of Hispanic business is more critical than ever. The growth of the American economy in this era of global commerce will depend as much on business as it will on world class production.

With physical and economic barriers falling around the globe, American business faces unprecedented opportunities. The U.S. Hispanic business community has tremendous advantages and strengths as it looks to support the global marketplace. The USHCC adds a vital support of America's participation in the global marketplace.

AT&T applauds your work and wishes you a productive and fruitful convention.

R.E.Allen Chairman

AT&T





Roberto C. Goizueta Chairman of the Board & Chief Executive Officer

Dear Conference Participants:

We at The Coca-Cola Company are proud of our historic association with the U.S. Hispanic Chamber of Commerce, and we are privileged to be part of this great convention.

Your role in providing Hispanic business men and women with imaginative ideas and information and an effective nationwide network has inspired many to venture into the world of business where they might not otherwise have journeyed.

In the past ten years, the United States Hispanic Chamber of Commerce has reached unprecedented levels, while performing a valuable service for our nation and our community. By meeting the increased demands with the same level of quality leadership, you and your companies have contributed greatly to the financial futures of millions of Americans.

The service you provide to our nation is greatly appreciated. Your contributions are valuable to the success of the hundreds of thousands of Hispanic-owned and -operated businesses. I look forward to your continued leadership.

Sincerely,

Roberto C. Goizueta

Chairman of the Board and Chief Executive Officer

The Coca-Cola Company



H07796

ga-Cola Company Coca-Cola and the Dynamic Hipp

re trademarks of The Coda Cota Company.



H.A. Poling Chairman of the Board & Chief Executive Officer

Dear Friends:

Ford Motor Company is proud to be a member and active supporter of the United States Hispanic Chamber of Commerce, and we're pleased to serve as a Gold Sponsor of the Chamber's 14th Annual National Convention and Business Opportunity EXPO -- "Building Bridges of Opportunity."

Ford's commitment to minority suppliers and dealers stems from both idealistic and pragmatic convictions. First of all, there exists a social and moral responsibility. We believe that all segments of society must have an equal opportunity to participate in the economic bounty of this land. And it is not an unfitting role for business to help achieve this goal.

America's economic vitality is a second reason we support minority entrepreneurship. As a nation, we cannot hope to retain a position of eminence in world affairs if large segments of our society are reaching less than their full economic potential. Everyone stands to lose if we don't make complete use of our productive might.

And third, helping minority suppliers and dealers grow toward long-term success simply makes good business sense. As it says in one of our advertisements, we see a great future in doing business with minority companies. We hope you'll see evidence of our commitment when you visit the Ford exhibit, which features displays from several of our Hispanic suppliers.

On behalf of all of the people of Ford Motor Company, congratulations to the U.S. Hispanic Chamber of Commerce for the zeal and spirit that have built this organization into the leadership force and economic power it represents today, and best wishes for a productive and enjoyable convention!

H.A. Poling

Chairman of the Board and Chief Executive Officer

Ford Motor Company

We see a great future in doing business with minority companies.

Ford Motor Company goes beyond just doing business with minority companies. We have taken a leadership position in helping minority dealers and suppliers grow to ensure their long-term success. These entrepreneurs and their companies, in turn, can help a whole new generation of minority businesses grow. And this makes good business sense for everyone.

QUALITY IS JOB 1. IT'S WORKING.





John F. Smith, JR. Chief Executive Officer President

Dear U.S. Hispanic Chambers of Commerce and Friends:

General Motors is proud to continue its support of USHCC activities as a Gold Corporate Sponsor of your 14th Annual National Convention and International Business Opportunity EXPO.

The USHCC's primary goal is to actively promote the economic growth and development of Hispanic business. This goal of expanded Hispanic business is in line with General Motors' own goals for growing our business in the future.

Faced with the intense competitive conditions of today's global marketplace, there is only so much one company can contribute on its own. For this reason, GM is seeking ways to leverage its resources by working with the U.S. Hispanic Chamber of Commerce to achieve common goals. We know we must strengthen our relationships with organizations such as USHCC and work cooperatively to address a broad range of diverse issues and create the conditions required to achieve both economic and social goals.

General Motors has a long history of a positive working relationship with the Hispanic community. We are pleased with our progress, but we believe we can do even more in the future. Being a partner in this year's conference, and supporting the conference theme "Building Bridges of Opportunity," the men and women of GM are confident that GM and the USHCC will meet the challenge of today and emerge stronger tomorrow.

Best Wishes to all of you for a successful 1993 Convention.

Anois of

Sincerely,

John F. Smith, JR.

Chief Executive Officer

President

"My goal is to make a significant contribution."

> ANGEL PADILLA GM Scholarship Student University of Texas at El Paso

"I plan to get my B.S. in Mechanical Engineering with a minor in Industrial Engineering. Later on, I plan to go for my master's in Mechanical. My goal is to make a significant contribution to this great country of ours."

Those words, taken from Angel Padilla's student resume, best summarize why he is a General Motors scholar.

At General Motors we know full well that if we are to grow and prosper we must have the help of the best and brightest from our society. Providing scholarships to students like Angel Padilla will help make that happen, so that we can continue to provide consumers with the very best cars and trucks for years to come.



GOLD SPONSOR

William R. Howell Chairman of the Board and Chief Executive Officer



Patricia V. Asip Manager of Merchandising Minority Affairs

"iBIENVENIDOS!"

"WELCOME, PARTNERS!"

On behalf of the JCPenney Company, I extend my warmest greetings to our community partners assembled for the 14th Annual National Convention and International Business Opportunity Expo of the United States Hispanic Chamber of Commerce.

JCPenney is a company built on a tradition of partnership. Our founder, James Cash Penney, believed that, as partners, people were highly motivated because they could share in the growth and prosperity of the Company.

This spirit of partnership is very much alive today. It extends beyond co-workers to those who supply us with products and services. It embraces the very communities in which our stores and customers are located.

We have a determined commitment to an ongoing partnership with Hispanic-Americans and other minority groups. In 1992 our purchases from minority-owned businesses exceeded \$390 million.

True progress is accomplished not through numbers, but by working in concert with organizations like the National Council of La Raza. Your goal-to improve the economic, educational and social status of Hispanic-Americans-is our goal. Your growth is vitally important to the future strength of our company, and our country.

We salute you in your endeavors!

With warmest regards,

W.R. Howell Chairman of the Board

and Chief Executive Officer
J.C. Penney Company, Inc.

JCPenney



G O L D · S P O N S O R



Edward H. Rensi President & CEO

September 22, 1993

Dear USHCC Participants:

McDonald's is pleased to participate as a gold sponsor in the 1993 U.S. Hispanic Chamber of Commerce Convention. On behalf of the entire McDonald's family of employees, franchises and suppliers, I am pleased to extend our heartiest best wishes for a most successful convention.

This year's theme of "Building Bridges of Opportunity" aptly describes McDonald's continuing partnership with the Hispanic community. We are proud that HISPANIC Magazine continues to recognize our strong record of commitment by naming McDonald's one of the "100 Best Companies for Hispanics."

McDonald's believes in the spirit of entrepreneurship. We have more Hispanic franchises than any other company, and that number is growing steadily. McDonald's also supports Hispanic entrepreneurs who provide us with quality goods as beef and dairy products and advertising services. We salute these Hispanic businesses that help us "keep the shine on the arches."

We're just as proud of the leadership and commitment our McFamily provides to Hispanic organizations across the country. That spirit of partnership and community services is best exemplified by our franchisees José Canchola of Tucson, Arizona, who has ably guided the USHCC as its chairman for the past year, and board member Ernie Ojeda of Chicago.

We look forward to continuing our strong relationship with USHCC and its members in "building bridges of opportunity" for all:

Sincerely, Ed Rensi President & CEO McDonald's USA

H07804



An Equal Opportunity Employer Committed To A Diverse Workforce.



G O L D · S P O N S O R



Bert C. Roberts, Jr. Chairman and CEO

September 22, 1993

MCI is pleased once again to be a Gold Sponsor for the 14th National Convention and International Business Opportunity Expo, and to sponsor the National Awards Luncheon.

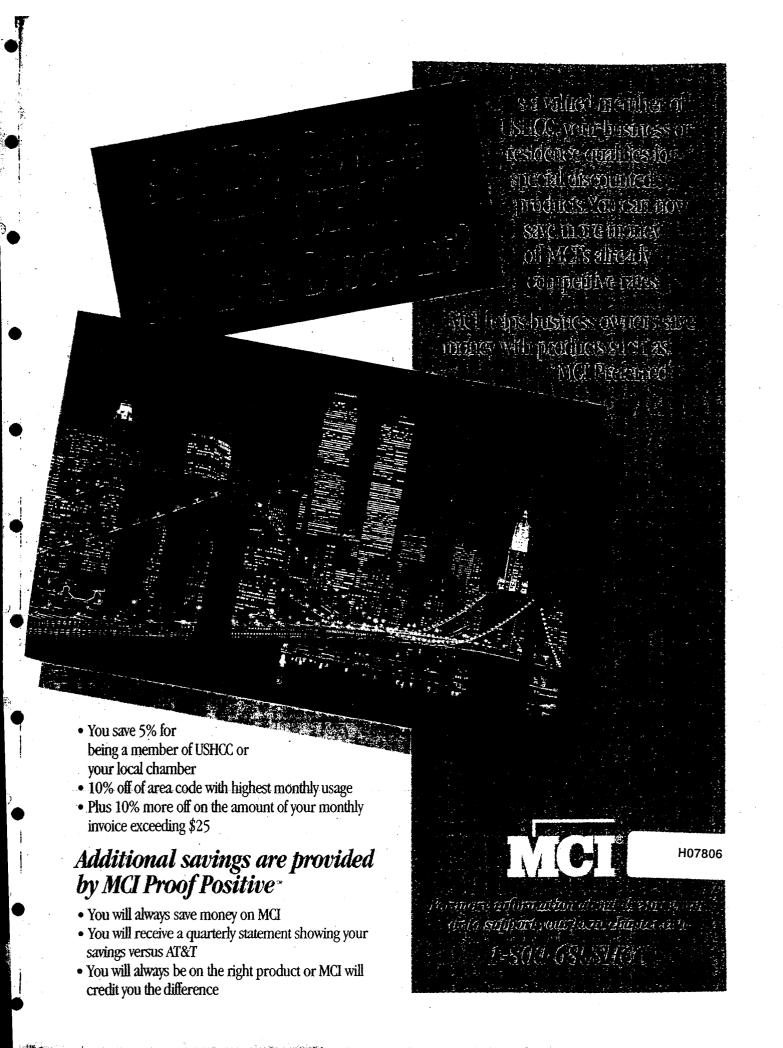
We look forward to our continued friendship and association with the U.S. Hispanic Chamber of Commerce and with the growing number of Hispanic businesses and markets, both in the U.S. and abroad

This year's theme, Building Bridges of Opportunity - "Hoy Por Ti, Mañana Por Mi," holds the promise to develop even greater opportunities between the Hispanic community and MCI. MCI is proud to be associated with the Chamber and to offer its membership our products, services and support.

Bert C. Roberts, Jr. Chairman and CEO

But Clobate /

MCI







Warren Dunn Chairman of the Board / CEO

To the Hispanic Chambers of Commerce Members:

On behalf of Miller Brewing Company and our nationwide network of distributors, it's a pleasure to welcome you to New York City and our 14th Annual National Convention and the International Business Opportunity EXPO.

Miller is proud to serve as a gold sponsor of this year's convention.

As we meet in this city of famous bridges, it's appropriate to reflect on our theme for 1993: "Building Bridges of Opportunity." Brooklyn Bridge has long stood as a symbol of achievement and people working together for a common goal.

As a founding member of the United States Hispanic Chambers of Commerce, Miller Brewing Company is proud to have developed mutually beneficial relationships with Hispanic Businesses in a wide variety of areas, including:

advertising,

manufacturing and packaging including bottle crowns, shrink wrap and corrugated separators,

printing and point of sale materials,

transportation services.

lumber supplies, and

sanitation services.

The mission of the USHCC is to promote the growth and development of the Hispanic business community and the nation. As we look to the future, our challenge as chamber members is to continue to build bridges of opportunity, not only in the United States, but in Mexico and Canada as well.

Please accept my best wishes for an enjoyable and very productive convention.

Sincerely,

Warren Dunn

Chairman of the Board / CEO

Miller Brewing Company



Gloria Castillo (left) and Mona Castillo

Success.

A Partnership That Works.

Monarch Graphics & Miller Brewing Company

Mona Castillo, founder of Monarch Graphics, recalls the 1983 U.S. Hispanic Chamber of Commerce National Convention. It was there that she met with purchasing representatives from Miller Brewing Company.

Because of Monarch's commitment to providing quality products and service, a true working partner-ship developed with Miller. Today, Monarch Graphics provides Miller and its distributors with everything from bumper stickers to briefcases.

"Being a Miller supplier has meant a great deal to us. It has opened up other business opportunities, because we reflect the Miller standard for high quality and on-time delivery," says Gloria Castillo, Monarch Graphics President.

"It's truly a partnership that works," says Mona Castillo. Miller Brewing Company is committed to developing working partnerships with Hispanic suppliers like Monarch Graphics and other businesses.







John E. Martin President & CEO

To the Members and Participants of the U.S. Hispanic Chamber of Commerce:

On behalf of the entire Taco Bell system, I'd like to wish you all a very successful and productive convention.

We are very proud to be a sponsor of the 14th Annual Convention and International Business Expo. We view our sponsorship of the convention and involvement with the men and women of the Hispanic business community a key to our future success.

Today, our vision is to grow our business far beyond our traditional restaurants to tens of thousands of new places - to be literally anywhere hungry people gather. As a part of that effort, we are working very hard to expand our participation and partnership with minority businesses who play a vital role in our growth. Taco Bell, along with Pepsi-Cola, Frito-Lay, Pizza Hut and KFC, will spend over one billion dollars with minority firms in the next five years.

So, we explode our business to many new places, we'll be looking to minority organizations to help us reach millions of new customers in the decade ahead.

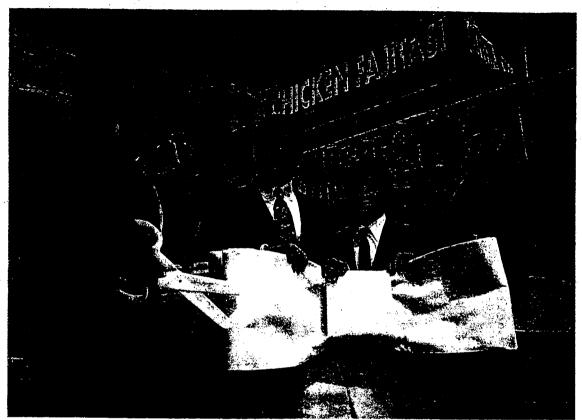
Again, we wish you success on what I'm sure will be an outstanding convention.

Saludos,

John E. Martin President & CEO

Taco Bell





For José Cofiño, second from left. Taco Bell offers a career full of challenge and reward. As a Zone Vice President, he is responsible for the operation of over 250 restaurants. Through strong community relations, José has been able to accomplish remarkable feats — such as rebuilding in just 48 hours a restaurant destroyed during the recent L.A. riots. Here, he joins Compton City Councilman Omar Bradley, left, and restaurant management members José Huerta and Tyrone Ferguson, in dedicating the restaurant which went from rubble to re-employment in two short days thanks to the cooperation of the city, minority contractors and Taco Bell employees.

Serving the New Generation

At PepsiCo, our dedication to business has made our companies leaders in the soft drink, snack food and restaurant industries.

And we are proud of our long history of involvement and leadership in the communities we serve, providing major support for minority education, the arts, non-profit organizations, programs for women and youth, internships, and minority business development.

Our more than 370,000 employees in nearly 150 countries are sensitive to the needs of the people we serve.

We're committed.





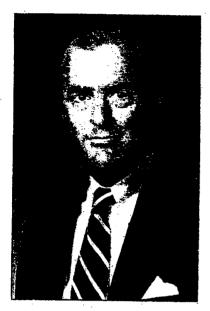








G O L D · S P O N S O R



Michael A. Miles Chairman and Chief Executive Officer

September 22, 1993

Philip Morris welcomes the United States Hispanic Chamber of Commerce's 14th Annual Convention to New York, our headquarters city, and the heart of a region enjoying rapid Hispanic business growth.

Hispanic Americans now constitute one of the largest and fastest-growing minority business communities in the country. As they approach one million in number at the dawn of the next century, our nation's businesses are becoming a vital part of the North American economy. Possible regional and world trade agreements suggest that their impact can only grow larger, as the world grows smaller.

But no business is an island. For our nation to thrive, entrepreneurs and their customers need communication networks to improve relationships and the flow of funds. In short, we need the kinds of "bridges" the USHCC is working to build.

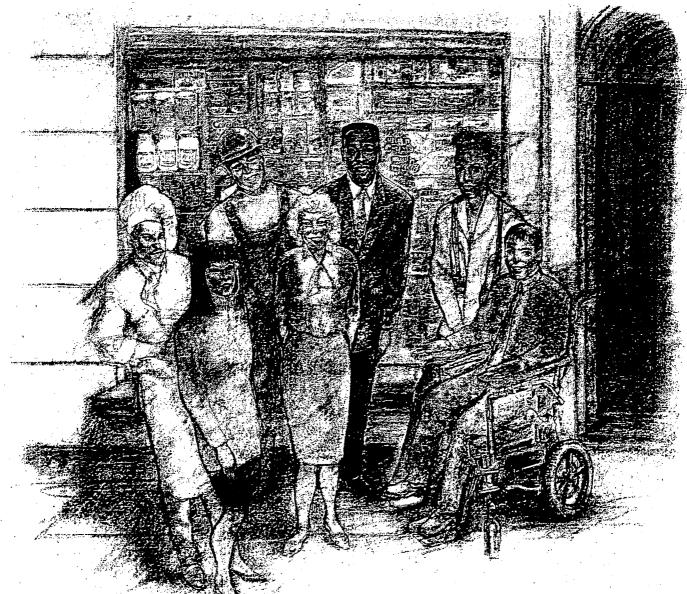
Philip Morris is proud to be a longstanding supporter of the USHCC, and our Miller Brewing Company subsidiary was the Chamber's first corporate sponsor. Having purchased more than \$90 million in goods and services last year from Hispanic-owned businesses in the United States, we demonstrate our commitment to the USHCC's constituencies every day. Business to business is the best kind of partnership. We look forward to many more years of building - and crossing - bridges together

Michael A. Miles

Chairman and Chief Executive Officer

- Philip Morris Companies Inc.

Michael alluty



Philip Morris' commitment to diversity reaches into many communities. By supporting educational reform and excellence, charitable organizations, the arts, and minority and women-owned businesses, we also support our communities. Each act of good citizenship enriches us all.

A great idea that makes a world of difference.

Great Ideas
Come In
Different
Packages.



Kraft General Foods

Miller Brewing Company

Philip Morris Capital Corp.

Philip Morris International Inc.

Philip Morris U.S.A.

H07812

Philip Morris Companies Inc.
Valuing Diversity In Product, Employee & Community





Ronald T. LeMay President & CEO

Dear U.S. Hispanic Chamber of Commerce Members:

Sprint is proud to serve once again as a Gold Sponsor for the 14th Annual National Convention and International Opportunity EXPO for the United States Hispanic Chambers of Commerce.

This year's convention theme, "Building Bridges of Opportunity" is an especially important issue. Sprint recognizes and promotes the need for diversity -- among our employees, customers, and vendors. We are committed to strengthening business relationships between the Hispanic community and corporations throughout the United States and Latin America. We believe that telecommunications is crucial in building bridges between different people and businesses around the world. We support the Chamber's goal of equal business opportunity in America, and equal opportunity within our company.

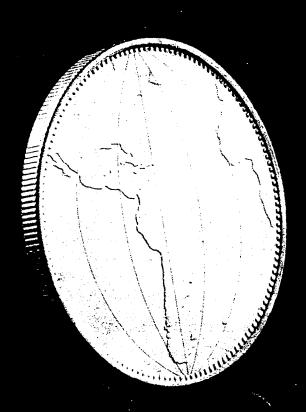
On behalf of all the people of Sprint, congratulations to the Hispanic Chamber of Commerce, and the best wishes for a successful convention.

Sincerely,

Ronald T. LeMay President & CEO

Sprint -

World Select le da ahorros en los países adonde usted más llama.



Elija un país y ahorre 15%...

escoja varios países dentro de una región y ahorre 10%. Para cubrir las necesidades de larga distancia en su regocio, Sprint creó World Select. Con World Select teted puede escoger uno de 10 países, incluyendo léxico y recibir un descuento de un 15% cada mes, en esperíodo de uso de un año sobre nuestras tarifas interacionales ó seleccionar una de las regiones que incluyen países como México, Argentina, Chile, Colombia, epública Dominicana, Guatemala, Venezuela y España

y ahorrar 10%. Así tendrá ahorros consistentes cada vez que llame, además de la calidad excelente de Sprint en su fax y en sus llamadas. Llame ahora al 1-800-377-3242 y cambie gratis* a Sprint, solicite World SelectSM y empiece a ahorrar en sus llamadas de larga distancia adonde su negocio llame más.

1-800-377-3242

H07814

Sprint®
Le responde meior



Robert A. Best Group Vice President & Senior Advisor

Dear Friends:

On behalf of Toyota Motor Sales, U.S.A., Inc., I wish to extend my sincere congratulations to the U.S. Hispanic Chamber of Commerce (USHCC) for its outstanding accomplishments in the Hispanic and international business communities.

Toyota is proud to support the USHCC in its efforts to develop new opportunities between Hispanic business and U.S. corporations. USHCC's leadership and dedication to expanding the economic base of the Hispanic community is commendable.

Through the Toyota Scholars program, a partnership between Toyota and the National Hispanic Scholarship Fund, Toyota provides 16 four-year scholarships to students of Hispanic descent. Toyota hopes to follow the lead of the USHCC by providing new opportunities for these students as professionals and entrepreneurs of the future.

Please accept my best wishes for a successful convention and continued prosperity of the USHCC.

Sincerely,

ICTIVATO

Robert A. Best Group Vice President & Senior Advisor Toyota Toyota Motor Sales, U.S.A., Inc.
congratulates the
United States Hispanic
Chamber of Commerce
for its
outstanding
achievements.



G O L D · S P O N S O R



Ray Rodriguez
President and
Chief Operating Officer

September 22, 1993

Dear Friends:

Univision is proud to be a Gold Sponsor of the U.S. Hispanic Chambers of Commerce's 14th Annual National Convention & International Business Opportunity Expo.

We salute your theme Building Bridges of Opportunity. As we all realize, the importance of maintaining bridges of communication to the many communities we serve is vital to our growth and unity. Each of you are an integral part of this chain, and your contribution can be the impetus to developing new and exciting opportunities for us all.

You can rely on Univision to do its part by working hand in hand with representatives of the business, political and community sectors. Our network will continue to serve the growing needs of the Hispanic community.

Best Wishes for a successful conference.

Sincerely.

Ray Rodriguez

President and Chief Operating Officer

Univision

News...Talk Shows...Comedy



Novelas...Variety...Movies



Sports...Childrens...Specials



... by far the leading Spanish-language television network.

UNIVISION



Apple

In 1626 Dutch colonists purchased Manhattan island from area Native Americans for trinkets the equivalent of \$24, and shortly afterward established a colony which would later become New York City. Nearly 400 years later this still stands as maybe the greatest real estate deal in history. In later years New York (our nation's first capital) has been established as the financial, business, and media capital of our nation, celebrated both in song and film.

As America's largest city New York is easily the most known city in the world. From the Empire State Building to the Statue of Liberty many of New York's monuments have come to symbolize our nation as a whole. For most of our history Wall Street has come to define the economic well being, not only of the United States, but of the entire world. Every major corporation, without exception has offices in "The City," and the business opportunities are endless.

The New York metropolitan area comprises the most diverse area in the nation. Serving previously as the main entry point for new immigrants to our nation, New York continues to be a huge melting pot with a spectacular array of different cultures. Among the more prominent cultures is a vibrant Hispanic community. New York has nearly two million Hispanics from virtually every Hispanic nationality. Spread throughout the city from Brooklyn to Spanish Harlem, New York has a distinctive Hispanic flavor.

The variety of entertainment and nightlife in New York City is legendary. Whether you care to take in a play along the "Great White Way"; dine at the world famous Tavern On The Green; dance at one of New York's famous discos, such as the Copacabana; or simply enjoy the bohemian atmosphere of Greenwich Village, New York has something for everyone.

As the song so truthfully states New York is the "city that never sleeps," and most visitors can not get enough of the Big Apple. So while you are here be sure to take advantage of all this greatest of American cities has to offer.

- Ric Torres
USHCC Summer Intern, Cornell University

Goya Foods Salutes the U.S. Hispanic Chamber of Commerce

One of the most tasteful neighborhoods in town, the GOYA section of your market.





Saluda a la 14a Convención Anual y Exposición Internacional, organizada por la Camara de Comercio Hispata de los Estados Unidos...

... Y agradece la distinción de haber sido elegica emisora cificial del evento, que se propone tender puentes de oportunidades para el tuturo. RadioWADO... el puente que une a los hispanos.

Primera en noticias, sin competencia.



United States
Hispanic Chamber of
Commerce

CONVENTION ADVISORY COMMITTEE

Organizing the USHCC 14th Annual National Convention took an enormous effort from the staff and was made much easier with the assitance of a group of committed and hard working professionals. This select group of individuals, made up of executives representing a variety of major corporations, were invited to serve on the United States Hispanic Chamber of Commerce Convention Advisory Committee. Sharing their experience made the planning process smooth and easy for the staff of the USHCC. The USHCC would like to thank those hard working people listed on this page.

Mr. Harry Ayala Greater New Brunswick Hispanic Merchants Association

Mr. Ricardo Benavides IDEAS

Mr. Leandro Blanco
UNIVISION WXTV 41

Ms. Kitty Boneri Kitco Incorporated

Ms. Pamela Boswell
The Port Authority of NY & NJ

Ms. Diana Brett Toyota Motor Sales

Ms. Mai Browne

Mr. Ozzie Cano
Public Service Electric & Gas Co.

Mr. Henry Calderon
East Harlem Chamber of Commerce

Mr. Dale B. Carmichael, C.P.M. Toyota Motor Sales, USA Inc.

Ms. Denise Carroll
The Training Annex

Mr. Eduardo Casas Coca-Cola USA

Mr. Mario Castro Association of Latin American Travel Agents Ms. Marlene Cintron de Frias Mayor's Office for Latino Affairs

Ms. Teddi Chann
Philip Morris Companies Inc.

Ms. Lydia Colon
LMC International Et Cie Ltd.

Ms. Cynthia Cruz RJ Reynolds Tobacco Company

Mr. Evelio Cuellar President Supermarket

Ms. Lolita Fonnegra
Governor's Office of New York

Ms. Maria Davila
Pepsi-Cola Bottling Company Of NY

Ms. Olga Del Toro New York State Federation of Hispanic Chambers of Commerce

Mr. Mariano Diaz National Supermarkets Association

Mr. Nelson Dominguez Port Authority of NY & NJ

Mr. William Edoff Chrysler Corporation

Mr. Alfredo Garcia.

Mr. Hector Garced Westchester Hispanic Chamber of Commerce, Inc. Mr. Rafael Ginebra

Dominican-American Chamber
of Commerce in New York

Mr. Frank Gomez
Philip Morris Companies Inc.

Mr. Carlos Gonzalez
Westchester Hispanic Chamber of
Commerce

Ms. Flor Gonzalez
Latin Chamber of Commerce
of Central Jersey

Mr. Hernan Gonzalez Telemundo Group, Inc.

Ms. Maria C. Gonzalez
New Jersey Department of Commerce

Ms. Veronique Kampmann AT&T

Dr. J. Guevara Escudero Greater NY Latino Chamber of Commerce, Inc.

Mr. Don Gusfa
Ford Motor Company

Ms. Kathy Hejtmanek Sprint

Mr. George Herrera

David J. Burgos & Associates

Ms. Donetta C. Horne United Airlines

Mr. Marcial Huertas Greater Paterson Hispanic Chamber of Commerce

Ms. Arlene Torres
WXTV Channel 41

Ms. Julie Lamphican Sprint

Mr. Roberto Lebron, Esq. Westchester Hispanic Chamber of Commerce, Inc.

Ms. Michelle LeRoux PepsiCo Inc.

Mr. Jaime Lucero
Càmara Mexicana Del Pequeño
y Mediano Comerciante de NY Inc.

Ms. Marilyn Mack
Port Authority of NY & NJ

Mr. José Maldonado Càmara Latina de Elizabeth

Mr. Francisco Mendez
Brooklyn Hispanic and Professional
Association

Mr. Gregory J. Muzi

Mr. Paul Newman General Motors

Mr. Victor Ornelas
Ornelas & Associates

Ms. Carmen Pacheco Global Link of Businesswomen Exchange

Mr. Leo J. Padilla
Ford Motor Company

Ms. Mary Padilla Univision

Ms. Maryann Peck
New York Convention & Visitors Bureau

Mr. Eligio Peña Compare Foods, Inc. Mr. Carlos Peraza
Latin American Economic
Development Association

Ms. Olga Perez-Matinez, PH.D, Hispanic Contractor Association

Mr. Alfred Placeres New York State Federation of Hispanic Chambers of Commerce

Mr. Miguel A. Rivera New Jersey Bell Telephone

Ms. Vickie Roddcharoen V.R. & Associates for Toyota

Mr. Bonndy Rodriguez Cambridge Technologies

Mr. Gus Rodriguez
Toyota Motor Sales

Mr. Jorge Rodriguez AT&T

Mr. Lee Rodriguez
U.S. Hispanic Women's Chamber of
Commerce

Mr. Miguel Rodriguez New Jersey Bell Telephone

Mr. Placido Rodriguez

Dominican Association of Travel Agents

Mr. John Rojo
AT&T

Mr. Jose Ruano
Miller Brewing Company

Ms. Olga Salazar Coors Brewing Company

Mr. Bob Sanchez
National Hispanic Business Group

Ms. Sue Sharpless
Ameritech Services

Ms. Hilda Sosa North Hudson Hispanic Chamber of Commerce Ms. Joan Staunton
Philip Morris Companies Inc.

Ms. Grace Tillinghast Eastman Kodak

Ms. Norma Treviño
Miller Brewing Company

Mr. Rafael Toro Goya Foods Inc.

Mr. Rodolfo Urritia Federacion de Comerciantes y Profesionales de Nueva York

Mr. Jaime Vasquez PepsiCo, Inc.

Mr. Carlos Velasquez GALOS Corporation

Sr. Ignacio Veloz Centro Unido de Detallistas de Puerto Rico

Ms. Genevieve Vidal AT&T

Mr. Manuel Wernicky
Sosa, Bromley, Aguilar & Associates

The Honorable Jose L. Canchola * Mayor - City of Nogales, Arizona

Mr. Daniel Jara * Rimac Agency Inc.

Ms. Liz Medina *
A.O.K. Promotions

Mr. Juan Bustamante *
Bustamante Insurance Agency

Mr. José F. Niño
President/CEO, USHCC

Ms. Adela Contreras
Sr. Vice President/ Event Services,
USHCC

Ms. Beatriz Perez
Event Services Coordinator, USHCC

* USHCC Board of Directors member

SUCCESS STORIES



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"Roberta's" Rules of Order

Beverly Vigil Ellerman President & Owner, Potomac Alliance Inc.

We were all to assemble in one place. I flew from Washington, D.C.; one client flew from Denver, Colorado. Our destination was Los Angeles, California, where we were to meet with another client regarding an opportunity that was sure to be mutually beneficial. Our busy schedules only allowed us one day to set the groundwork for defining a business relationship that would be facilitated through our initial The idea for a lucrative meeting. project, which could be the outcome of our meeting, was mine. The day was set - a golf game was scheduled in order to break the ice, to be followed by a dinner at which we would discuss the "project."

I'm sure you might agree that this sounds like a productive way to handle business. However, I left out one major detail. I don't play golf. By not being able to perform on the golf course, I had excluded myself from participating in an important "elbow rubbing" ritual that allowed the two gentlemen to bond. My absence resulted in my exclusion from the decision making process which will have a long term effect on the three way egalitarian business relationship that I had envisioned. The dinner meeting served only as an information debriefing in order to bring me "up-todate" and to relay the details of the decisions that were made on the golf course. I vowed to never let this happen again. The next day I enrolled

in golf lessons, basketball lessons, tennis lessons and poker lessons...

We all know that most decisions are made outside of the office and board rooms. The ceremony of an official meeting usually only provides a proforma atmosphere to document action plans and formalize ideas. The discussions and brainstorming that accompany these meetings will most likely occur in less formal settings. such as: the golf course, an exercise spa or a round table at the local pub after hours. The venue does not really matter. What does really matter is that the setting is usually at a place where women traditionally do not frequent. Most women do not have the luxury to be in these places. Traditionally, after we leave the office, we need to attend PTA meetings, visit the grocery store. catch up on household chores, attend night classes and the list goes on. Simply put, while men are usually networking, women are usually "nestworking."

It is not to say that, in order for women to succeed professionally, we must behave more like men or that our past behavior is wrong. Actually, being female is our greatest asset. Our Godgiven female traits and instincts are what make us ideal for the business world. We need to schedule projects into our daily routines that will allow us to be at the right place - at the right time. Women need to develop and

create opportunities whereby we expose the business world to our qualities. If critical decisions that effect us in the work place are being made on the golf course, then <u>WE</u> NEED to be on the golf course.

Now that women have matured professionally, to the point where we have the experience and expertise to fill any job or handle any assignment, we can no longer allow ourselves to be held back by the "barriers" - glass ceilings, adobe walls or marble floors - that we as a business community have not been able to break through, climb over, or go around.

The system is not about to change for us, at least not quickly enough for us to benefit. Therefore, we are the ones that We must challenge must change. ourselves to devise skills and develop opportunities that will allow us to leap over any barrier that must be overcome. We need to reorganize our objectives and redirect our goals. We must recognize where we need to concentrate our energy and follow through with an appropriate plan of action. We need to let go of the current myths fostered by our culture and ingrained into our psyches that narrow our perceptions of self and limit our potential for growth. What a woman wants CAN come easy; a woman's abilities ARE transferable to the board room; and woman's place IS where ever she decides she needs to be.

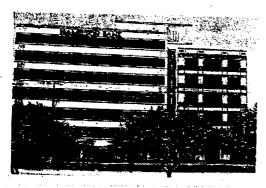


is pleased to congratulate the United States Hispanic Chamber of Commerce and its members

in its 14th Annual National Convention &
International Business Opportunity EXPO:
"USHC Building Bridges of Opportunity"
For its worthwhile contribution to the economic and social development of the Latin community through the Hispanic chambers of commerce of the U.S.A.

Hamilton Bank encourages the Latin Chambers of Commerce and the Hispanic entrepreneurs to attend this important event which will bring economic opportunities in the growth and prosperity of all Hispanic owned business in this country.

We wish you continued sucess with this endeavor.



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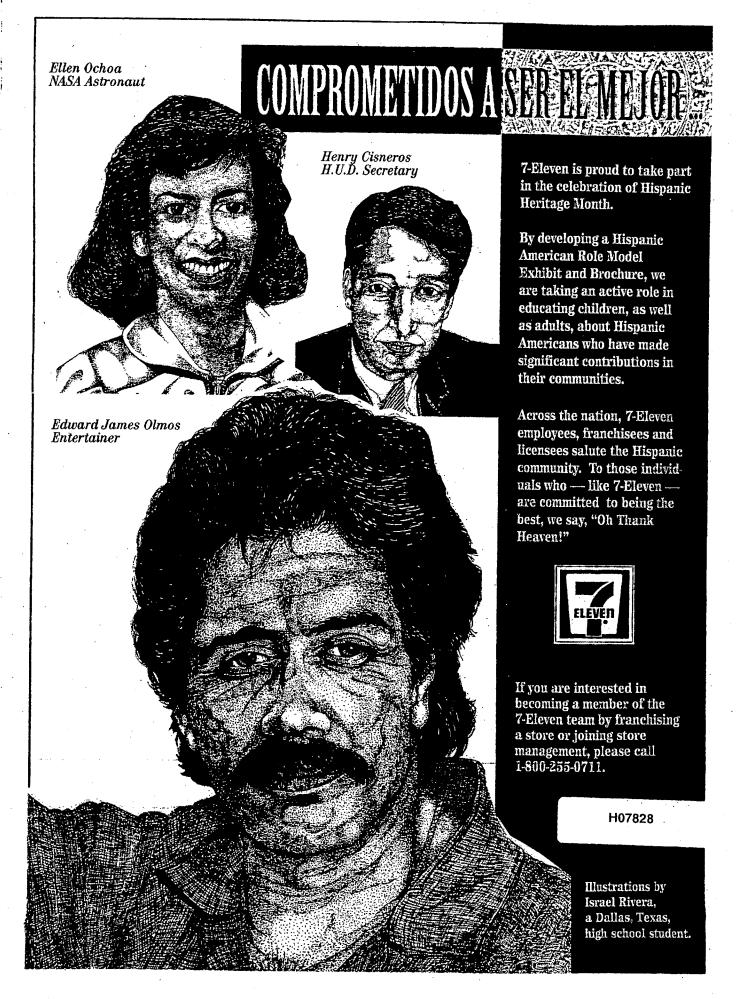
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Gulf Atlantic Makes Strides in Innovative Joint Venture with Transamerica Occidental Life

Manuel Sanchez
President, Gulf Atlantic Life Insurance Company

Gulf Atlantic Insurance Company, the only Hispanic-owned life insurance in the United States, joined forces this year with industry giant Transamerica Occidental Life Insurance Company to sell group life insurance products through a novel joint venture that can be adopted by other industries.

The Gulf Atlantic/Transamerica Occidental joint marketing venture has been endorsed by RLA (Rebuild LA) as a new kind example of corporate support for minority business enterprise in the insurance industry.

The joint venture has been on the minds of Gulf Atlantic Life's principles for about a year. Franz Cruz, chairman of Gulf Atlantic, said, "By ourselves, we were quite successful at reaching companies that wanted to do business with a Hispanic-owned firm. We were thinking about a joint venture - and then the LA riots happened. This joint venture was forged in the fires that burned Los Angeles. Not only does it speak of the spirit of Rebuild LA, it speaks to the spirit of Rebuild America.

"Private-sector partnerships with minority- and women-owned

businesses can be done in many creative ways," he added "With this joint venture, Transamerica Life Companies backed the growth of a minority competitor with their financial strength and strong ratings. Collectively we can now offer major clients the financial capability of a major carrier and the advantages of Minority Business Enterprise credits." I think the combination of Gulf Atlantic's energy, savvy Gulf Atlantic Life/Transamerica Occidental Joint Venture 2--2--2 and entrepreneurial drive and Transamerica's financial sources and long-term business experience and expertise is unbeatable."

By purchasing from the joint venture, public sector organizations and companies can satisfy their group life insurance needs while supporting the growth of a minority-owned firm. They may also be eligible for Women and Minority Business Enterprise (WMBE) credits.

Government and quasi-public organizations may be required to purchase a percentage of goods and services from minority-owned firms. They may also need to monitor their vendors' purchases from WMBEs. While

private-sector companies may not have to use WMBEs many companies have significant minority employee populations or may simply want to support minority-owned firms.

"This type of partnership is not limited to insurance or Los Angeles," said Manny Sanchez, president of Gulf Atlantic. "Major corporations throughout the country can use this "cookie cutter" model to form profitable and socially responsible alliances with minority—and women-owned firms."

Sanchez also believes the joint venture sets up a level-playing field for minority owned companies: This joint venture model is profitable for both parties. Larger companies may be able to establish themselves in previously inaccessible markets. Minority owned firms can build on the well-established business foundation of the alliance partner. It's a win-win situation.'

Gulf Atlantic Life Insurance Company became the nation's first Hispanic-owned life insurance company when it was purchased in 1991 by Franz Cruz, former TV new anchorman and attorney Manny Sanchez.

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We anticipate the participation of the Honorable Henry Cisneros, Secretary of Housing and Urban Development, the Honorable Federico Peña, Secretary of Transportation, Dr. Jaime Serra Puche, Secretary of Commerce, Mexico, Governor Pete Wilson, State of California and other key elected officials, plus major business leaders.

Convention Highlights

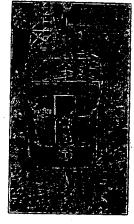
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The Latin American Chamber of Commerce of U.S.A. (CAMACOL)

and its

Hemispheric Congress of Latin Chambers of Commerce and Industry

congratulate

the United States Hispanic Chamber of Commerce and the participants of the 14th Annual U.S. Hispanic Chamber of Commerce National Convention & International Business Opportunity EXPO.

This event will have significant repercussions for the Hispanic Business Community of the United States as entrepreneurial ties are strengthened and vast opportunities explored.

These are important steps that our organizations across this country and abroad are taking towards increased business activity and economic development.

The XV Hemispheric Congress of Latin Chambers of Commerce and Industry will be held April 27-30, 1994 in the city of Miami, Florida. This international event will be presented by CAMACOL and will bring together members of the public and private sectors of Latin America, the Caribbean, Europe, Africa and Asia, in order to strengthen international trade. Other events which will be held in conjunction with the congress will be: The Inter-American Business Matchmaker, the Intercontinental Food and Beverage Show, and the Florida Export Products Exposition.



United States Hispanic Chamber of Commerce

SENIOR EXECUTIVE CORPORATE ADVISORY BOARD

The United States Hispanic Chamber of Commerce (USHCC) has organized the Senior Corporate Advisory Board (SECAB) in order to maintain a solid channel of communication between the USHCC and Corporate America. Senior level executives from America's largest corporations assemble in order to ensure that the needs of all parties are communicated. This alliance through SECAB allows the Hispanic Business Community to enter the doors of the top levels of management in Corporate America. SECAB meets quarterly concurrent with the USHCC Board of Directors meetings in order to create familiarization between the two entities. The USHCC is very proud of its ongoing relationship with Corporate America.

Mr. R.H. Brotherton

Manager, Purchasing & Materials Department, Chevron Corp.

Mr. Thomas S. Dentice

Executive Vice President, McDonald's Corporation

Mr. Norm Ehlers

Vice President, Purchasing and Supply Staff, Ford Motor Company

Mr. Richard Falcone

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Mr. Ron Harrison

Vice President/Community Affairs, PepsiCo Inc. .

Mr. James D. Johnston

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Mr. Floyd E. Lewis

Director, Corporate Affairs, Anheuser-Busch Companies Inc.

Mr. Jerry Martin

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Mr. Paul Mollomo

Vice President, Purchasing, Miller Brewing Company

Mr. Paul Newman

Director of Urban Affairs, General Motors Corporation

Mr. Darrell Rott

Vice President of Purchasing, Coca-Cola USA

Mr. Steven Ramirez

Vice President, Field Integration, Xerox Corporation

Ms. Patricia V. Asip

Manager, Merchandising, Minority Affairs, J.C. Penney Company, Inc.

Mr. William R. Warden

Corporate Director of Purchasing, Coca-Cola Enterprises

Mr. José Canchola

Chairman of the Board, U.S. Hispanic Chamber of Commerce

Mr. José F. Niño

President/CEO, U.S. Hispanic Chamber of Commerce

Mr. Joseph Mario Moreno

Committee Chairman, USHCC Board Member



We salute the U.S. Hispanic Chamber of Commerce in their future endeavors.

Jose Velez LULAC National Prėsident

EL PUENTE HACIA EL MERCADO ANO

We are proud to support the USHCC in an effort to build "Bridges of Opportunity," for Hispanic business.

La Raza has been a cultural bridge serving the Hispanic community. Chicago for nearly a quarter of a century. From humble beginnings. La Raza has emerged as the strongest Spanish language print medium in the Midwest serving more than 2.5 million readers each month.

The USHCC and La Raza Newspaper share a common goal in endeavoring to forge new business opportunities and marketing partnerships which positively impact Hispanic owned business.

In 1993, La Raza claimed 17 publishing awards including "Outstanding Financial Section" and the top honor for the second consecutive year as the Nation's "Outstanding Spanish Language Weekly," by the National Association of Hispanic Publications.

We are pleased to share this success with our friends at the USHCC 14th Annual Convention in New York and cordially invite you to visit our booth to enjoy your complimentary copy of La Raza Newspaper, the bridge to Chicago's Hispanic market.

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National Supermarket Association

Mariano Diaz
President, National Supermarket Association (NSA)

The National Supermarket Association (NSA) is a trade association representing over 350 independent supermarket owners in the New York Metropolitan Area. NSA, founded four years ago, seeks to work in partnership with elected officials and community leaders while simultaneously promoting the business interest of its members.

NSA believes that the independent supermarket plays an important role in the economic, political and community life of New York City. As committed business leaders, we believe it our responsibility to work for the economic, political and community life of New York City. As committed business leaders, we believe it is our responsibility to work for the betterment of the social and economic environment that has offered great opportunities for all of our members.

The National Supermarket Association is committed to working for a healthy business climate for its members. Our goal is to help elected officials understand how certain laws, regulations and taxation policies, not only hurt our ability to grow economically but also fail to promote the overall public interest as well.

We look to align ourselves with other business groups and trade associations. Our coalition among business groups is essential especially since we are working in a political environment that can be insensitive or hostile to economic growth policies.

We feel it is necessary to play a leadership role at the community level as

well. As important economic players at the community level our goal is to integrate ourselves more fully into the political and social life of New York's We support block neighborhoods. associations, churches, civic groups and merchant associations. NSA is now looking to develop a city-wide data base in order to expand our community involvement as well as to increase widespread awareness of this involvement.

NSA is looking to expand its outreach by developing a partnership to expand its community outreach by developing a partnership with corporate America. This function will have two main components. The first component will be able to create a comprehensive scholarship program, in which we are looking to hold economic seminars for young people and community leaders. The purpose of these seminars is to heighten awareness of the importance of a free market economy while educating people about the opportunities that this economy offers.

The second component of our corporate partnership will be to bring corporations together with community groups. We feel it is important for all businesses to develop their social responsibilities. NSA, whose members are situated in all New York's communities, is in a unique position to help corporations identify worthwhile community groups and activities in order to better identify with the needs of their urban consumers.

In order to accomplish our goals, it is integral that NSA be able to disseminate its message to the government elites on

the city, state and federal levels, as well as the business community. It is essential that we develop a data base that demonstrates our investment in New York City. This information needs to be brought to the attention of political decision makers and community leaders. In addition, we need to expand the awareness of the importance of the stability economics to neighborhoods. Our public relations efforts here must focus on issues of neighborhood revitalization and the partnership of business and civic operations for the overall betterment of local communities.

Lastly, we need to strengthen our associate base. This year, we are planning a full day trade show that will bring suppliers, retailers, elected officials and community leaders together in a day-long gala event. In addition to the trade show we are going to expand our trade journal, which includes the highlight activities of the association and a membership directory. It will offer corporations an opportunity to get their message across to their retail customers and the concerns that these retailers serve. Furthermore, NSA plans to hold that bring membership seminars retailers together with suppliers and elected officials. Such seminars will serve as vehicles for the promotion of our political and economic goals.

The National Supermarket Association is committed to the future of New York City. We plan to play a major role in the economics and social revival of New York. In partnership with our suppliers, elected officials and community leaders, we plan to become a recognized force for good in the life of New York City.

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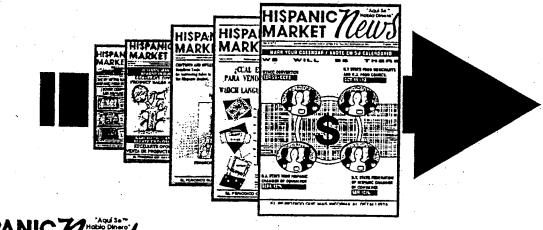
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Health Insurance

Donna E. Shalala U.S. Secretary of Health and Human Services

Recently the owner of a small business in Chicago changed health insurance policies to cut costs. But as soon as Mr. Gabino Izguerra, the owner of a furniture store, switched policies, he discovered his new policy would go up again-- wiping out the savings he had counted on.

Now like many business owners in America, Mr. Izguerra is wondering if he'll renew this policy or switch again, causing more paperwork and more disruptions for him and his employees.

Unfortunately, this is an all-too-familiar story for thousands of business owners in America.

In Michigan, I met a small business owner who told me that an insurance agent had suggested the company could cut costs if a diabetic employee stopped taking insulin for a year.

And in Florida, I met Kerry Kennedy, the owner of a small business. Unfortunately, Mr. Kennedy can no longer afford to insure his mother and father, who work in his store.

More than half of small businesses in America provide some kind of health insurance for their employees. but in recent years, these companies have suffered from unpredictable and frequent cost increases.

In 1991, one in three small business owners experienced health care cost increases of more than 25 percent. Rising insurance rates are a major cause of bankruptcy. The increasing costs translate into lower wages and reduced benefits for employees, higher prices for consumers, and, in the long run, weaken American companies and a larger deficit.

start and succeed at running a small business. Almost 10 percent of small businesses fail within the first year. and any financially threatened business is going to limit its liabilities. Health insurance coverage, with its spiraling rates, will be one of the first benefits to go. All to often, entrepreneurs are discouraged from even starting a business for fear of putting their family's health security at risk.

Today, 62 percent of American businesses with fewer than 100 employees provide coverage. But providing affordable health care is becoming increasingly difficult. As Mr. Izguerra discovered, in only one year's time, insurance premiums can skyrocket out of reach.

The lack of adequate health insurance for workers is especially true for Hispanic Americans, who more than any other ethnic group are likely to be uninsured. A 1992 study by the National Council of La Raza and the Labor Council for Latin American Advancement found that 32.4 percent of Hispanic residents lack health coverage, compared to 19.7 percent of African Americans and 12.9 percent of whites.

A 1992 General Accounting Office study found that among uninsured Hispanic residents, almost 80 percent were in families with employed adult workers. The GAO study concluded that Hispanic Americans, more than any other group, do not receive benefits at work.

The task Force on National Health Care Reform, of which I was a member, worked tirelessly to submit to the It takes courage and ingenuity to President a detailed account of our

health care problems and options to resolve it.

I can assure you that our health reform plan will help members of the U.S. Hispanic Chamber of Commerce, as well as Hispanic Americans. want to make sure that small business the nation's leading job-generators despite the last two years of economic difficulties -- continue to prosper and provide opportunities for American workers.

It is likely that employees will continue to share the responsibility for providing health care for all working Americans. Willingness to be partners on this issue demonstrates the vision, leadership, and true national spirit needed to make health care reform work for everybody.

For those businesses that do not provide health insurance coverage, our reform will offer protection while they make the transition. The plan provides financial assistance and a phase-in period so business can offer health security to their employees to contribute as well. Everyone has to contribute. That's only fair.

The Clinton Administration recognizes that no program of reform -whether in job creation or in health care or welfare--can succeed unless the business community is at the table as full partners.

One new health care system will provide Americans -- as well as American businesses -- with the peaceof-mind of knowing that fundamental health care needs will be met, and that costs will be held down. That's our commitment -- more security, for you, your families and your employees.



PLANNING FOR SUCCESSION - A PRODUCTIVE USE OF YOUR TIME

Jorge L. Rodriguez, CPA
Senior Manager, the National Accounting and
Business Advisory Firm of Watkins, Meegan,
Drury & Company

Most small businesses are very busy addressing short-term concerns these days (i.e., "What is our contingency plan for a 30 percent drop in volume?"). Long-term planning issues, such as succession planning, have likely been set aside to be taken up during calmer weather.

There are several reasons, though, why succession planning is especially important for small businesses and can be a productive use of your valuable time.

Many small companies are closely held, and a significant portion of the owner's, or owners', net worth is normally tied up in the business to satisfy banking and bonding requirements and to fuel future growth. It is vital that owners develop at least an emergency succession plan to protect this investment in the event they are suddenly incapacitated. Examples of an emergency plan would include:

A plan whereby the business is sold to key management using an agreed-upon valuation method. Financing details would likely have to be a part of the planning process in this case.

A plan whereby the owner's heirs retain ownership and a new CEO/president is installed.

A plan to liquidate the company (generally a last resort in that full value is rarely received for the company's assets).

These plans should be developed with, or at least communicated to, the parties involved so that the transition can be as smooth as possible. Without such planning and communication, the value built by ownership's hard work over many years can erode very quickly.

Small companies with significant

net worth tied up in the business should be aware that substantial tax liabilities may be triggered when ownership is transferred: Without adequate planning, the business may have to be sold or liquidated after the owner's sudden death to fund the estate tax liability. While in some cases the taxes can be deferred and paid over fifteen years, they still have to be paid. Marginal estate tax rates currently are in excess of 50 percent and although Congress has steadily chipped away at planning mechanisms previously available to minimize the burden, some tax advantaged methods of ownership transfers remain, including:

Sale of stock to key employees via a deferred compensation arrangement (i.e., phantom stock purchase agreement) or if deemed appropriate, a sale of stock to all employees via stock ownership plan (ESOP).

In the case of family succession, depending on the facts and circumstances, a gifting program can be effectively accomplished via annual use of the \$10,000 per donee (\$20,000 if a joint gift) exclusion or if conditions exist (i.e., health reasons, favorable business valuation created by harsh economic climate, etc.), acceleration of \$600,000 lifetime exclusion (per donor).

A good succession plan will not necessarily use a tax advantaged method of transferring ownership but will analyze the estate and income tax consequences of the planned transfer and establish a means for funding the required tax payments. Owners that want business to continue after their death often obtain adequate life insurance including a family life insurance trust in order to ensure that

funding for estate taxes and future working capital needs are satisfied.

As most small companies know, bankers and sureties are increasingly interested in reviewing succession plans before making credit and bonding decisions. Their concerns mirror those mentioned above; that is, in the absence of a well developed, well defined, and well communicated succession plan, operations can deteriorate very quickly following the owner's death or retirement.

A clear, concise, well thought-out succession plan is one mark of a good business person in the financial community's eyes and will positively impact your relationship with them.

Many small companies are family owned and operated. Passing a business on to the next generation involves many complicated issues that can be simplified through the use of professional business planning. This is especially true when the next generation has more than one potential successor. In these instances, it is especially important to communicate openly and consistently with family members and key management, and develop a solid succession plan.

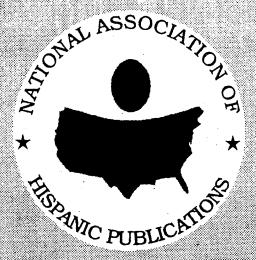
Succession planning also serves to satisfy the strong commitment many small business owners feel for the welfare of their key employees.

Succession planning should be done by the owner and his/her management team. Attorneys and accountants should be consulted on some issues (valuation, taxes, financing, etc.), but you, as the owner, need to decide what you want the future of your business to be, and start planning to make that future as successful as possible.

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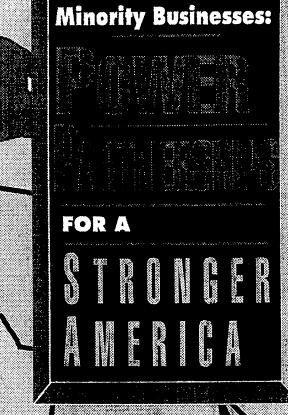
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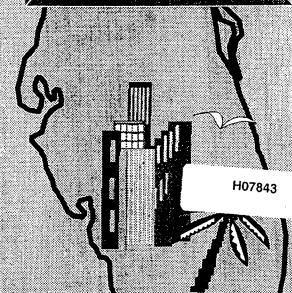
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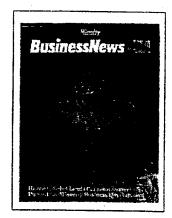
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Voting the Hispanic Dollar

Richard Jose Bela, Esq.
President, Hispanic Association on Corporate
Responsibility (HACR)

On March first of this year HACR published the results of its first annual survey of Hispanic directors and executive officers in America's Fortune 1000 Corporations. They are alarming. Of approximately 24,000 positions, Hispanics held 153. This is a representation of less than one percent.

The fortune 500 Industrial and 500 Services Corporations represent the leading sector of Corporate America. Together these Fortune one thousand companies accounted for 2.71 trillion in sales in 1991; \$122 billion in profits and 143.5 million employees.

HACR considers Hispanic representation on corporate governance boards one of five major categories for evaluating a corporation. The other four categories are employment, procurement, philanthropy, and minority business opportunity. Hispanic corporate professionals may want to evaluate the companies they serve, in the same manner as HACR does to evaluate their own future career opportunities.

Today, the Hispanic consumer is a vital growing segment of the market and profitability of all major corporations. It accounts for eight to twelve percent of sales, depending on the industry. It is an important part of any corporation's future.

Hispanic households currently have a collective purchasing power base of \$200 billion. These households are younger and larger than the average. They spend more than the U.S. average on such goods and services as long distance calls, baby foods, and diapers, meats and cereals, cosmetics and pharmaceutical, and a wide range of other products and services. While the average American household is maturing in

age, needs, and wants, and its purchase of consumable goods and services is beginning to flatten out, Hispanics are emerging as a dynamic, fast-growing population projected to double by the year 2020.

Corporations aware of these changing demographics are also aware of the importance of the developing markets of Latin America, and the world at large. They are incorporating this knowledge in their strategic planning and are beginning to include Hispanics in each of the areas HACR uses to evaluate corporations.

In the past, American corporations were slow in recognizing the importance of market segmentation along ethnic and gender group lines. They were successful in mass merchandising and their success made them complacent. Then began the challenge from Western Europe, Japan and other countries of East Asia.

Meanwhile, our nation's modern day ethnic groups were growing in sophistication as a result of the civil rights movement of the 60's, 70's and 80's. During these decades, these groups focused on public institutions and the political process with many successful results. (Witness today the growing numbers of minority public officials from local court houses to the US Cabinet.)

Today these same groups are applying the lessons in the public sector to the private sector. They are learning to exercise their economic vote by each dollar spent and to leverage their combined purchasing power. Like able politicians, the enlightened corporations will solicit their consumer goodwill and reward their consumer loyalty.

Preliminary data collected by HACR indicates that Hispanics are under represented in employment; minority contracts; corporate contributions to non-profit organizations; franchises, dealerships and distributorship; and, last but not least, corporate board representation. The latter is a highly visible source of contention.

Of course there are many corporations that do not have Hispanic directors and executive officers yet have exemplary records in regard to Hispanics. Nevertheless, the correlation is indicative of a corporation's awareness of its own future. It may also be indicative of its appreciation of importance and latent potential of its Hispanic customers. HACR will continue its data collection of corporate compliance with government requirements for minority contracting. It will continue its analysis of corporate contributions and corporate foundation grants. It will continue analyzing year end corporate reports to determine the growth of Hispanic owned franchises, dealerships, and distributorship. And, it will continue to advocate for fairness and progress in each of these realms.

But in the area of corporate governance, HACR will do more. It will annually survey major corporations and release results. It will offer national recognition and award accolades to exemplary corporations that include the best of our people in their board rooms and executive suits and prepare our young professionals for their mutually rewarding future.

Your support for our efforts is expected and greatly appreciated. "Que viva nuestra causa y la justicia!"

Chart of States with major Hispanic population compared to Hispanic board representation on companies headquartered in these states.

•	-	•	
State	Hispanic	Corporate	Hispanic
	Population	Headquarters	Directors
}			•
CA	26%	Industries - 44	7 0.67%
		Services -54	18 1.5%
			•
ΤX	26%	Industries - 39	8 0.97%
		Services - 31	9 1.25%
NY .	12%	Industries - 57	7 0.52%
		Services - 72	14 0.65%
FL	12%	Industries - 7	4 2.65%
'		Services -11	2 0.80%
,			
IL	8%	Industries - 46	4 0.33%
·		Services - 36	2 0.26%
		,	
NJ .	10%	Industries - 22	4 0.72%
		Services -17	3 0.66%

Source: "the HACR 1993 Survey on Hispanics in Corporate America." It is available by contacting HACR, 202-835-9672/Fax 202 457-0455. A contribution of \$25 to cover reproduction, shipping and handling is suggested.

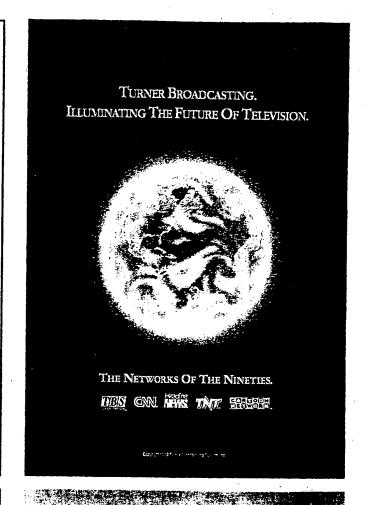
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United States
Hispanic Chamber of
Commerce

PROGRAMS AND SERVICES

EVENT SERVICES DEPARTMENT

The Event Services Department (ESD) encompasses a wide variety of functions within the USHCC. These functions range from raising funds for the Chamber to assisting the International Trade Department in the organization of the Miller Brewing Procurement Sessions.

It is also responsible for the planning of the Annual National Convention and Business Opportunity EXPO as well as the Annual Legislative Banquet which for the first time in our history has been used to raise funds for the Chamber. In addition to these functions, the Event Services Department must organize the Board of Directors quarterly meetings as well as the Miller Brewing Procurement Sessions which are done in conjunction with the International Trade Department. These procurement sessions are held in six major U.S. cities: Chicago, Houston, Albuquerque, Philadelphia, San Diego and Orlando. The ESD is also instrumental in procuring resources for the Chamber, being responsible for raising 90% of the USHCC's funds. Also, in the spirit of assisting America's future Hispanic leaders, the department works with the Washington Center to provide exceptional students an opportunity to intern with the USHCC and gain hands on experience in one of America's most exciting cities. The Event Services Department plays an integral role in the accomplishment of the USHCC's missions and objectives.

NATIONAL CONVENTION

Each year the USHCC holds a National Convention and Business Inter-

national Opportunity Expo featuring hundreds of exhibitors engaged in maior areas of business such as manufacturing, telecommunications and transportation from the U.S. and abroad. Hispanic vendors and corporate buyers do well by attending the Convention which provides a forum for business opportunities to flourish. Moreover, participants can increase their knowhow by attending Business Development Sessions tailored to meet the needs of Hispanic businesses. Each year, current topics like Access to Capital, Dynamics of the Hispanic Market, Selling to Corporate America, Basic Masketing for a Business on a Small Budget, Association Management and Local Chamber Development, Franchising Opportunities, Federal Procurement Opportunities, Corporate Boards, and the North American Free Trade Agreement addressed by a group of experts invited by the USHCC.

A variety of business development services is available through the USHCC's headquarters in Washington D.C. The staff in these offices work with the USHCC affiliates throughout the country, providing assistance and determining which USHCC resources may be best suited to meet their individual needs.

BUSINESS DEVELOPMENT

The Business Development Department's (BDD) primary purpose is to identify business opportunities for Hispanic-owned businesses. To do so, the BDD: 1) maintains direct links with major corporations and government agencies seeking qualified minority suppliers; and 2) identifies qualified Hispanic suppliers from across the nation and matches them with corporate

and government buyers.

The BDD gathers data on businesses for subsequent entry into the Computerized Vendor Profile Matching System (CVPMS) for matching purposes. To collect the information, the department sends individual businesses the Hispanic Business Profile (HBP) for completion. As soon as the information is returned to the USHCC, it is entered into the CVPMS.

MEMBERSHIP RESOURCES

The Membership Resources Division informs businesses of the advantages of becoming a USHCC member. Membership is available at various levels--individual, trade association, and corporate partner, among others. In addition to direct access to USHCC programs, members also receive: a listing in the Computerized Vendor Profile Matching System, a National Convention Magazine and other publications, a newsletter with updates on Chamber activities, registration discounts for the National Convention and Opportunities to develop contacts with business leaders.

INFORMATION SYSTEMS

The Information Services Department with a sophisticated multi-user computer network provides complete data processing services to all other departments within the USHCC. This system enables the Chamber rapid access to members, Chamber affiliates, and government and business entities around the world. Presently on the drawing board is an electronic bulletin board system, which will give USHCC members immediate access via personal and legislative reports.

PUBLIC RELATIONS/ GRAPHIC DESIGN

Through its public relations activities, the USHCC keeps Chamber members, government officials, the media, and corporations abreast of the progress it makes in reaching its goals. Specifically, the Public Relations Division produces publications that include the newsletter NETWORKING, press releases, brochures, and even material on videotape. In addition, contact with members of the national press has produced positive coverage of Chamber activities and Hispanic business issues.

INTERNATIONAL TRADE

The more than 20 countries that make up Latin America represent an immense market for American products. And U.S. Hispanic entrepreneurs, because of their cultural ties to Latin America, are the link that could (and should) bring about a dramatic increase in trade between the U.S. and its neighbors, especially Mexico.

The USHCC has made international trade one of its primary targets for growth. While networking with representatives from Latin American governments, chambers of commerce, and other business associations, the USHCC has been instrumental in opening the doors for Hispanic firms interested in exporting opportunities. Already more than 4,000 Hispanic businesses are engaged in the international market, and the USHCC hopes to help increase the number ten fold.

The most important transition that the USHCC is engaged in the support of the North American Free Trade Agreement (NAFTA) and the initiative of reaching new channels of economic understanding for the American people. Its objective is to advocate for the interests of the Hispanic business community in the process of the integration of North America. The USHCC recommends to Congress, the public and private institutions involved in the negotiations for the free trade agreement to take legislative initiatives directed to ensure the effective participation of Hispanic Business Enterprises (HBEs).

The North American Free Trade Agreement should include the creation of a commission with the full and equal participation of Canada, Mexico and the United States. This tri-national organization should serve to safeguard the interests of Canada. Mexico and the United States as a whole and not the specific interests of an individual country. It would ensure the democratic participation of all the segments of the population within this economic community and would have the authority of promoting the interests of this economic community in the global markets.

Also, the USHCC gives its support to the proposal submitted by the Governor of Puerto Rico, Dr. Pedro Roselló, regarding Section 936 of the Internal Revenue Code. We believe his proposal will help alleviate the national deficit and prevent substantial harm to Puerto Rico's economy.

LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS

Day in and day out, the USHCC watches over its members' legislative and regulatory interests, taking the leadership in the "economic rights movement of the '90s." The USHCC monitors legislative and regulatory developments affecting Hispanic business interests at a federal, state and local levels.

COMPUTERIZED VENDOR PROFILE MATCHING SYSTEM

Striving to keep up to date on the latest in electronic information, the USHCC has implemented the Computerized Vendor Profile Matching System (CVPMS) to facilitate purchasing agents in identifying qualified Hispanic suppliers.

By submitting a solicitation to the USHCC, a corporate or government buyer can gain access to information on thousands of Hispanic vendors stored in a computerized database. All the pertinent information a buyer might need before contacting a potential supplier is quickly made available through the CVPMS process. Similar

information to that included in the National Hispanic Business Directory is available through the CVPMS, with the advantage that, with the assistance of the Business Development Division, the buyer receives a list of 5 to 10 Hispanic vendors who best approximates the buyer's requirements. In this way, the CVPMS has saved the buyer considerable time and effort in narrowing down a list of suppliers that initially could number 50 to 100.

Through the CVPMS, the buyer also has the option of requesting Hispanic vendors from certain geographical areas. Any Hispanic-owned business may be included in the CVPMS. For more information, contact the Business Development Department at (202) 842-1212.

NEW CHAMBER DEVELOPMENT

The USHCC has committed itself to the fulfillment of its mission--Hispanic business growth. But to do so the USHCC must cultivate the grassroots support that truly gives it the clout to be known as the national voice of Hispanic business.

The Chamber's programs and services are intended to benefit the individual entrepreneur. For this reason, the USHCC works closely with nearly 200 Hispanic chambers of commerce and trade associations across the country in delivering these services. USHCC Directors and Staff are in constant communication with these local and state organizations, who caucus at the National Convention to elect members to the USHCC Board, thus having a direct impact on the policies of the USHCC.

Not to exclude Hispanic businesses in areas lacking a Hispanic chamber of commerce, the USHCC also actively assists those businesses who wish to coalesce into a new Hispanic chamber of commerce. For several years now, the USHCC has made available the guidebook "How to Form a Chamber of Commerce." The manual includes detailed information on a chamber's structure, including bylaws, articles of incorporation, board of directors, securing funding and more. To order a manual, please call (202) 842-1212.



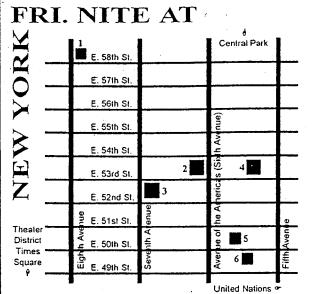
1993 USHCC EMPLOYEE OF THE YEAR

Beatriz R. Perez **Event Services Coordinator**

Ms. Perez, a 1991 graduate of the University of Maryland, College Park, graduated magna cum laude with a degree in Marketing. Her academic accomplishments include making the

Dean's List for six straight semesters as well as being a Charter Member and first Vice President of the Alumni Chapter of Delta Sigma Pi, an International Business Fraternity, at College Park, Maryland. Beatriz was also instrumental in providing volunteers from Delta Sigma Pi to the 13th Annual National Convention in Dallas last year.

Our 1993 USHCC Employee of the Year, Beatriz Perez, has been with the Chamber since August of 1991. Beginning with the Chamber as the Executive Assistant to the President, Beatriz worked closely with Mr. José F. Niño, President/CEO, on the daily affairs of the USHCC. In May of 1992, Beatriz was promoted to Event Services Coordinator, under the direction of Adela Contreras, Senior Vice President of Event Services, where today she is responsible for assisting with the coordination of major aspects of the Annual National Convention as well as the Annual Legislative Forum & Banquet. In addition, Beatriz assists with the organization of the Convention Advisory Committee Meetings, which take place with major corporate sponsors. Beatriz Perez has been an integral part of the USHCC organization and a stand out among her fellow co-workers. We congratulate her on her achievements and wish her continued success in her future endeavors.



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United States Hispanic Chamber of Commerce

STAFF

José F. Niño President / CEO

Adela Contreras Senior Vice-President/ Event Services

Jorge I. Franchi Senior Vice-President Finance

Marco Mendiola Vice President Chamber Operations

Abel Guerra
Vice President
Government Relations

Reina Rodriguez Membership Services Coordinator

Beatriz Perez Events Services Coordinator

Mitra Ara
Assistant to the Sr. VP of Finance

Hector Porras
International Relations Coordinator

Maryurys Chacon Event Services Assistant

Catherine Feeser
Public Relations/ Design Coordinator

William R. Gil Executive Assistant to the President

Gerardo Ruiz
Public Relations Assistant

Pictured from left to right: Catherine Feeser, Hector Porras, Maryurys Chacon, Gerardo Ruiz, Reina Rodriguez, Mitra Ara, William Gil Not pictured: Beatriz Perez



José F. Niño President / CEO



Adela Contreras Senior Vice-President/ Event Services



Jorge I. Franchi Senior Vice-President Finance



Marco Mendiola Vice-President Chamber Operations



Abel Guerra
Vice-President
Government Relations





A Summer to Remember The 1993 USHCC Intern Experience

Elena Laguardia USHCC Summer 1993 Intern

Interns, from lest to right: Richard Torres, Gigi Ganatra, Alfredo Mauricio Fraga, Elena L. Laguardia, Michael Toledo, Joyce Martinet, Patricio Bahuelos, Lorenzo Lopez, Jossie Román, Eduardo Gonzalez, Maria del Carmen Dickinson, David Gonzalez, Carolina Hopos, Andres Alejo

We came from all over the country-some of us were college students, while others were proud graduates. All of us shared a common interest in experiencing life in Washington D.C., as full-fledged employees of the USHCC. We were going to play an active and personal role in promoting the growth of Hispanic business and leadership. We had the opportunity to measure our work and abilities with professionals in the reality of the work place.

We represented the multiple facets of the Hispanic community within the United States: Different regions, ethnic backgrounds, and lifetime experiences. We united in D.C. to learn what it takes to make it in today's world. Through firsthand witnessing of the inner workings of the nation's capitol and the behind-thescenes work of the USHCC, we emerged a little more weathered, a little more weary, and a lot more skilled. The lessons we learned here were not through textbooks or case studies, but rather from a more demanding teacher: experience.

USHCC The had seven departments in which interns were assigned to work. The Event Services department, headed by Senior Vice President Adela Contreras and Coordinator Beatriz Perez, was home to Maria del Carmen Dickinson, Alfredo Mauricio Fraga, Eduardo Gonzalez, Carolina Hoyos, Elena L. Laguardia, and Lorenzo Lopez. The Government Relations department, directed by Vice President Abel Guerra, was managed by Gigi Ganatra, Jossie I. Román, and Richard Torres. Vice President Marco Mendiola of the Chamber of Operations department worked with intern David Gonzalez. while Joyce Martinez worked with the Membership Services Coordinator

Reina Rodriguez. Patricia Bañuelos worked with the Special Advisor to the President, Joe Lira. Last, but not least, intern Michael Toledo worked in the Accounting Department with Senior Vice President Jorge Franchi.

Mr. Andres Alejo currently attends Southwest Texas State University in San Marcos, Texas, where he is working towards a degree in business management. After he graduates he plans to become a custom broker.

Ms. Patricia Bañuelos recently graduated in May from the University of Texas at Arlington with a BA in political science, concentrating in public administration. She plans to work in an organization or university where she can better assist the Hispanic community through education or business. After being in the work force for a couple of years, Patricia plans to continue her education in law school.

Ms. Maria del Carmen Dickinson attends the University of Texas at San Antonio, where she is working towards a degree in marketing and management. She plans on enrolling at St. Mary's University for a MA in business.

Mr. Alfredo Mauricio Fraga is working towards a degree international business and marketing at American University. He is currently a partner in a marketing firm, whose principle business involves increasing different companies' visibility within the Washington D.C. community. Mauricio plans to concentrate his marketing abilities on the Hispanic community.

Ms. Gigi Ganatra is attending Albion College in Michigan where she is working towards a degree in both international business and Spanish. After graduation she plans to attend graduate school to further her education in international affairs with a concentration on Latin America.

Mr. Eduardo Gonzalez attends Southwest Texas State University in San Marcos, Texas, where he is working towards a degree in business management and a minor in Spanish. Eduardo plans to open his own business.

Mr. David Gonzalez is currently a senior at Northern Illinois University, where he is also the Vice President of the student body. David hopes to attend law school and receive a joint degree in business administration. He is working towards a BA in French and Spanish with emphasis in translation and business, and a minor in Latin American studies.

Ms. Carolina Hoyos currently attends Georgetown University, School of Business Administration, and will be spending her junior year studying in Spain. She is working towards a major in Marketing in conjunction with a Latin American studies certificate. Carolina's future plans are to work in the business arena with the Hispanic community in the United States, Latin America, and Spain.

Ms. Elena L. Laguardia, a native New Jerseyan, is a public policy major at Duke University in Durham, North Carolina. She hopes to continue pursuing summer internship opportunities which involve working with public relations, media and the political world. Elena plans to one day attain a career in one of these fields.

Mr. Lorenzo Lopez currently attends Rider College in New Jersey, and is working towards a B.S. in business administration. Lorenzo plans on furthering his studies and increasing his involvement in the Hispanic community.

-cont.on page 142



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TAMACC Business Leadership for Texas

The Texas Association of Mexican American Chambers of Commerce (TAMACC) is a non-profit organization created to promote leadership, economic opportunities and legislative advocacy for the Hispanic business community in Texas. TAMACC is the business leader for Texas.

TAMACC was founded in 1975 to encourage opportunities in commerce and to organize local programs to improve the economic condition of the Hispanic population. **TAMACC** is an association with over 6,000 business members in 28 major Texas cities representing the interests of over 95,000 Latino businesses and professionals.

Of the \$40 billion the U.S. exports to Mexico, Texas has garnered \$19 billion making the Lone Star State the primary trading partner with Mexico.

TAMACC has led the way in Texas for creating exclusive business ventures between Latino-owned businesses and Mexican companies.

For more information on the burgeoning opportunities created by TAMACC call (512) 447-9821 or fax (512) 447-9825.

TAMACC's 19th Annual Convention July 1994 – Fort Worth

The United States Hispanic Chamber of Commerce

M The Year in Review

A year of change. The United States Hispanic Chamber of Commerce (USHCC) was washed in a whirlpool of change this year. As the Clinton Administration took over the reigns of government in Washington, D.C., the environment in which the USHCC advocates for Hispanic business in America has been overwhelmed with vacancies from the Bush administration and awaits those who are to be appointed in these key positions. With this exodus of "Bushites" many key personnel and contacts the USHCC had in certain departments are gone. therefore creating a whole new process of introducing the United States Hispanic Chamber of Commerce and our goals and objectives. This has been a competitive struggle because of the fact that every other organization in the United States is in the same situation and everybody is struggling for position with the new administration. The position of the United States Hispanic Chamber of Commerce and the issues are extremely important and we have made great progress with the new administration to insure that the USHCC and our mission is clearly stated.

CLINTON ADMINISTRATION

Mr. José F. Niño, President/CEO of the United States Hispanic Chamber of Commerce, has met with President Clinton and Vice-President Al Gore, along with several cabinet members to discuss how Hispanic Business Enterprises can participate with each respec-

tive Department and other issues of mutual interest. Issues such as the availability and accessibility to capital, government procurement, creating the Equal Contracting Opportunity Commission (ECOC), 8(a) Implementation and Certificates for Hispanic Business Enterprises and SES Positions for Hispanics, were just a few topics discussed with the following cabinet members: Secretary Ron Brown, Secretary Richard Riley, Secretary Donna Shalala, Secretary Henry Cisneros, Secretary Robert Reich, Secretary Federico Peña, Attorney General Janet Reno, and U.S. Trade Representative Mickey Kantor. The USHCC is committed to continue promoting Hispanic business participation with government agencies by focusing on issues facing the Hispanic business community.

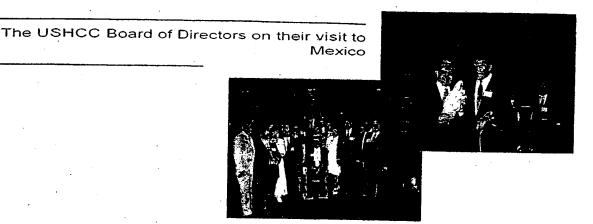
SMALL BUSINESS ADMINISTRATION

One of the major changes of the Bush Administration which affected small business in America was the change of administrators within the Small Business Administration (SBA). Erskine B. Bowles, an accomplished small investment banker from North Carolina, was President Clinton's choice to head the SBA. The USHCC for one and a half years has been battling with the SBA on issues of 8(a) procurement, loan distribution, and Hispanic employees in higher management within the agency. For the past few years, there has been a drastic decrease of Hispanic employees within the agency, a continued problem with

the 8(a) system and a poor level of loans to Hispanics. The USHCC in coalition with other Hispanic organizations continues to bring these issues to the administrator and to the President of the United States for action to rectify this most serious situation. It is with great hope that this administration will end the years of troubles Hispanics have endured with the SBA. We are not asking for special treatment, just an equal opportunity to contribute to the advancement of the SBA and Hispanic business enterprises. A businessman for many years, Mr. Bowles is familiar with the daily operations of small business. He has agreed to work with the USHCC to obtain our goals and to resolve conflicts.

OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

In this same focus, this year the USHCC has increased its interaction with the directors of the Offices of Small and Disadvantaged Business Utilization (OSDBU) in each department and agency of the government. It is the objective of the USHCC to create a greater awareness of OSDBU of Hispanic companies which can meet their needs for products and services. It is through this stronger interaction with the OSDBUs that the USHCC can create a more solid channel of communication of opportunities for Hispanic business. The USHCC is also working closely with these directors for the



proper administration and structure of their departments within their governmental entities. We look forward to a greater alliance and more opportunities from this effort.

ADDRESS CHANGE

The USHCC also underwent a physical change as it moved its national headquarters from 2000 M Street to 1030 15th Street NW, Suite 206, Washington D.C., 20005. The phone number also changed to (202) 842-1212, (202) 842-3221 fax. This physical change has placed us at the nucleus of the central business district, three blocks from the White House. We extend an invitation to all those visiting the Washington D.C. area to visit our offices.

CÓRPORATE AMERICA

With an increase of awareness of the Hispanic market to levels never seen before, opportunities for Hispanic businesses in America have also increased. With a consumer buying power of Hispanics reaching in excess of \$190 billion, the Hispanic consumer has become a key factor in the American economy. As Hispanics become the target of Corporate America's advertising and as their monies flow into their coffers, Corporate America has a responsibility to the Hispanic population for a reinvestment into the communities. Hispanic employment and involvement in the decision making process of major corporations who prosper

from the Hispanic market is a major issue at the USHCC. This year the USHCC is striving for Hispanic representation in Corporate America reflective of their markets.

PROCUREMENT MATCHING SEMINARS

interaction with Corporate America and the United States Hispanic Chamber of Commerce creates a powerful alliance for the procreation of business opportunities for members of the Chamber. This year the United States Hispanic Chamber of Commerce with the cooperation of Philip Morris Companies Inc., Miller Brewing Company and MCI Telecommunications has embarked on a major effort to match Hispanic suppliers of products and services to corporations who require their services. Five of six regional seminars, located in Houston, Albuquerque, Chicago, Orlando, and Philadelphia, have taken place; the sixth, San Diego, is tentatively scheduled for October. These sessions successfully allowed our partner companies to be matched with Hispanics. The USHCC wishes to extend its thanks to Philip Morris Companies Inc., Miller Brewing Company and MCl Telecommunications for their participation in the USHCC-Miller Brewing Company National Business Matching Sessions.

TRILATERAL CONFERENCE

On March 18-19, 1993 the USHCC participated in the Second Annual Trilateral Conference of Chambers of Commerce from the United States, Mexico, and Canada hosted by CANACO in Monterrey, Mexico. In attendance were such notables as the Honorable Ron Brown, U.S. Secretary of Commerce and Dr. Jaime Serra Puche, Secretary of Commerce for Mexico, who spoke on the opportunities and challenges to the NAFTA. In addition, a trade show and several seminars helped educate conference attendees on the benefits of NAFTA. The USHCC invited its membership from across the United States and Puerto Rico to be part of the delegation. chamber officials and businesspeople. Representatives from over 25 Hispanic Chambers of Commerce served our delegation, as well as over 100 Hispanic business owners. The members of the USHCC delegation all participated in the Trilateral Conference and created possible business ventures for their Chambers of Commerce and companies. USHCC delegation left the Conference with business contacts and "real" contracts, thus promoting Hispanic business and International Trade.

LEGISLATIVE FORUM

The United States Hispanic Chamber of Commerce held its Third Annual Legislative Forum and Banquet at the

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Capitol Hilton in Washington D.C. on April 15, 1993. The USHCC hosted a vibrant crowd of Hispanic men and women, corporate representatives, and leaders of local and state chamber affiliates all gathered to address issues from their Hispanic business commu

nities to their national policy makers. The two day event began with an opening reception hosted by the Mexican Embassy, where in his first official duty as the Mexican Ambassador to the United States, His Excellency Jorge Montaño, addressed USHCC members and invited guests. During the Thursday morning breakfast, White House Director of Intergovernmental Affairs, Ms. Regina Montoya welcomed forum participants to Washington D.C. The keynote speaker of the 1993 USHCC Legislative Forum and Banquet was Ms. Laura D'Andrea Tyson, President

Clinton's Economic Counsel Chairwoman

NAFTA

One of the nation's biggest legislative concerns has been the North American Free Trade Agreement (NAFTA). The United States Hispanic Chamber of Commerce has been consistent in its unconditional support for NAFTA. NAFTA is a job creator. It

opens new markets in which we can compete; a marketplace which we understand. We enthusiastically support NAFTA.

President Clinton has given his support to NAFTA, however, we are aware that he is negotiating parallel agreement in the areas of the environment, labor, and import surges.

The USHCC's support of NAFTA is based upon the following:

1. The unprecedented business opportunities that will be created for US Hispanic business owners, and,

2.To maintain and stimulate relationships with Mexico's business leadership in order to achieve contracts, agreements, joint ventures, and investment for Hispanic-owned businesses.

United States Hispanic owned businesses, over 650,000 strong and the providers of hundreds of thousand of jobs in our community, are the vehicles by which the Hispanic Community benefits from NAFTA. The impact of NAFTA will effect the sectors currently competing in Mexico. According to the office of the US Trade Representative, over 75% of the total sales realized by Hispanic-owned businesses are in these sectors.

Recognizing that NAFTA creates an expanded market consisting of 362 million consumers, 80 million of them in Mexico, the USHCC has initiated efforts that will provide Hispanic business owners with the tools necessary to compete. Hispanic business owners pursuing opportunities within NAFTA, follow avenues that have been forged by the USHCC and its members.

TAX CODE 936

The USHCC has joined a campaign to preserve the status of IRS Tax Code

Anheuser-Busch Companies Inc. and members of the USHCC Board of Directors



The USHCC Board of Directors and President of Mexico Salinas de Gortari

936, a tax code which is vital to the economy of Puerto Rico. In late April. the USHCC accompanied the Honorable Pedro Rosello Gonzalez, Governor of Puerto Rico, to the Senate Finance Hearing where the Governor testified in support of 936 and introduced his new proposal on 936. We are currently and will continue working with the Governor's office in Washington to fight the threatened repeal of Tax Code 936.

FRIENDSHIP AND COOPERATION AGREEMENT

Early in July, the United States Hispanic Chamber of Commerce made a special trip to Spain to sign a Friend-

ship and Cooperation Agreement with the Consejo Superior de Camaras de Comercio Industria y Navegación de España (CSC). Friendship, commercial, investment, and touristic relationships will be enhanced between Spain and the Hispanic community of the United States of America with this agreement. Also, the agreement will serve to motivate international trade and investment.

tions were greeted by the Director of CSC, Sr. Fernando Gomez Aviles-The itinerary consisted of meetings with Mexican dignitaries including Dr. Fernando Luis De Lanzas. Director of Instituto de Comercio Exterior (ICEX) and Sr. Valentin Laiseca. Director de Comercio Exterior. This agreement exemplifies this year's theme "Building Bridges of Opportunity". The USHCC maintains agreements with Mexico to strengthen the bridge of opportunity for business. Organizations as CONCANACO. CANACO Mexico City, CONCAMIN and CONACINTRO continue a solidified effort to promote commerce, free trade and the USHCC's "Sanchez to Sanchez to Smith" initiative.

INTERN PROGRAM

Throughout the year, the USHCC extends opportunities to students from all over the country to be actively involved with Chamber activities. During the course of this year. the USHCC had a total of 16 interns. Since the intern program began in 1990, there has been an increase of students participating. While at the USHCC, interns are placed in various departments thereby gaining experience in governmental relations. public relations, international business, and dealing with Hispanic Business and Corporate America. It is another objective of this program to expose the interns to a real world working environment in which they must deal with deadlines, interdepartmental diplomacy, human resource management, problem solving, and other issues impacting the daily corporate world not taught in our educational institutions. Many interns leave the USHCC with the confidence to work within the corporate environment. We at the USHCC are proud that we can contribute to the educational process of our future Hispanic business and political leaders.

CONCLUSION

All in all during this past year changes have been challenges for the USHCC. challenges that we have always been ready to meet head on. The people may change, the environment may change, but the mission and goals of the United States Hispanic Chamber of Commerce remain constant.



H07858



The United States Hispanic Junior Chamber of Commerce: An Idea Whose Time Has Come

Mark Rodriguez
Vice President, United States Hispanic Junior
Chamber of Commerce

By the year 2000, Hispanics will make up the single-largest ethnic group in the United States. We are our own greatest untapped resource...

Imagine if there existed a national organization whose goal it was to educate and prepare our young Latino adults to own businesses and to be professionals. Imagine if this organization was a voluntary, not-for-profit corporation that actually inspired entrepreneurial thinking, aided students in getting financial support for school, and then coupled them with mentors within their field of interest. Finally, imagine if this organization maintained a relationship with these mentors, so that each would benefit from the other: the mentor would be assured of getting motivated, top notch students, and the organization would have someone who would show their students, and the organization would have someone who would show their students "the ropes." The student would be like an apprentice or intern, with the mentor introducing the student to his/her network of colleagues. The student would thus have a head start when he/she graduated from school or opened a business. imagine if it was run entirely by Hispanics, for Hispanics.

Wouldn't that be an outstanding idea?

Well, that is exactly the idea behind the United States Hispanic Junior Chamber of Commerce. Make no mistake, this idea is not a new one, and in fact, it's really a compilation of several that have already succeeded for a variety of other ethnic groups.

Before I tell you more about the Chamber and its history, let me tell you this: If a survey were to be taken, asking how many of us (Hispanics) would support an organization whose goals are that of the Junior Chamber's, an overwhelming number of us would say, "yes." However, when those same people are asked to actually show their support, most (let me put this gently) don't quite have the same enthusiasm. And that has always been the underlying problem. We don't like to admit it, but it is true.

Don't get me wrong, there are groups out there who help our youth, but they are not coordinated, and only take the process part of the way. And let us not forget that many of these organizations represent only specialized sections of our combined peoples. There needs to be one group that looks out for all of our interests. We are one group, and the sooner we start thinking that, the quicker we will rise in economic and political power. The Junior Chamber is designed to bring us together, and not in dribs or drabs, but in massive numbers. How will it accomplish this?

The USHICC was conceived several years ago, by a couple of Hispanic students from various geographical and occupational areas. We got together and wondered why Hispanics did not do what other ethnic groups had done in the past: help their own on a large scale, but on a one-to-one basis. We all had diverse career objectives, and we had come upon them ourselves; no one was saying to us, "you can do it. I'll show you how." So, we took it upon ourselves to start an organization

that would do just that: give our youths the incentive, and then actually help them reach their aspirations. The problem was finding businessmen and other professionals who would be mentors, who would help us procure members.

The chamber, in full realization, will be a totally comprehensive, complex organization. But as we are still in an embryonic stage, in a nutshell, these are the Chamber's basic goals:

- Developing entrepreneurial thinking among Hispanic youth and young adults.
- •Providing information and assistance on the availability of private and public financial support for members.
- •Creating and maintaining mentor and internship programs.
- *Initiating networking opportunities in the private and public sectors between members and independent businesses and employers.
 *Advocating for members and Latino youth by affecting legislation which impacts upon the goals and efforts of the USHJCC.

Eventually, we will have a national mentor bank, have a national data bank of financial aid for our students. and major corporate sponsorship.

Imagine that.

Why imagine, when you can make it happen?

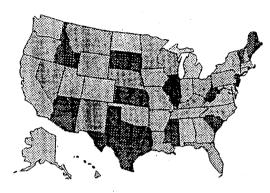




For information on joining any of the organizations listed, mail the form on page 123 or contact the individual listed.

United States
Hispanic Chamber of
Commerce

HISPANIC CHAMBERS



ARIZONA

Arizona Hispanic Chamber of Commerce 2400 North Central Avenue Suite 303 Phoenix AZ 85004-1314 Mr. Arthur B. Othon, President (602) 252-1101 / (602) 252-6110 fax

Tucson Metropolitan Hispanic Chamber of Commerce P.O. Box 2163 Tucson AZ 85711 Mr. Agustin Garcia, President (602) 620-0005 / (602) 884-9007 fax

CALIFORNIA

Alameda County Hispanic Chamber of Commerce 1073 Central Blvd. Hayward CA 94542 Mr. Felix Galaviz, President (510) 888-2330

California Hispanic Chambers of Conurerce 150 Executive Park Blvd, San Francisco CA 94134 Mr. Manuel A. Rosales, President (415) 905-6869 / (415) 905-6871 fax

Camara de Comercio Mexico-Americana de Oakland 3801 Foothill Boulevard Oakland CA 94601 Mr. Vicente Perez, President

(510) 536-0341

Central California Hispanic Chamber of Commerce 1900 Mariposa Mall, Suite 100 Fresno CA 93721 Mr. Francisco Mata, President (209) 485-6640 / (209) 233-3709 fax

Coachella Valley Mexican-American Chamber of Commerce P.O. Box 1874 Indio CA 92202 Mr. Manny Sanchez, President (619) 324-4040 Fontana Hispanic Chamber of Commerce P.O. Box 3944 Fontana CA 92335 Mr. Anastacio Lozada, President (714) 355-6721

Gilroy Hispanic American Chamber of Commerce P.O. Box 1221 7787 Monterey St., Suite A Gilroy CA 95020 Mr. Roberto Ledezma, President (408) 848-5780

Greater Riverside Hispanic Chamber of Commerce P.O. Box 5872 Riverside CA 92507 Mr. Andres Soto, President (714) 682-7288 / (714) 683-2670 fax

Hispanic Business Association Greater Long Beach CA 2475 Oregon Avenue Long Beach CA 90806 Mr. Roberto Uranga, President (310) 590-7334 / (310) 590-7490 fax

Hispanic Chamber of Commerce Contra Costa County P.O. Box 5396 Concord CA 94524 Mr. Skip Solorzano, President (510) 806-8040 / (510) 229-0309 fax

Hispanic Chamber of Commerce of Marin County P.O. 4423 San Rafael CA 94913 Mr. Al Aramburu, President (415) 457-4260 / (415) 495-1978 fax

Hispanic Chamber of Commerce of Orange County 116-A W. 4th Street, Suite 5 Santa Ana CA 92702 Mr. Frank Dominguez, President (714) 953-4289 / (714) 953-0273 fax

Hispanic Chamber of Commerce of San Mateo County P.O. Box 4462 Burlingame CA 94011 Mr. Tom Navarro, President (415) 371-4133 / (415) 579-2424 fax

Hispanic Chamber of Commerce of Santa Clara Valley .380 N. First Street, Suite 201 San Jose CA 95112 Mr. Tony Marine; President (408) 298-3708

Hispanic Chamber of Commerce of Stanislaus County P.O. Box 1624 605 H Street Modesto CA 95354 Mr. Frank Lopez, President (209) 575-2597 Inland Empire Hispanic Chamber of Commerce of San Bernardino P.O. Box 7300 San Bernardino CA 92411 Mr. John Olivas, President (714) 883-2188

International Chamber of Commerce of San Ysidro 318 E. San Ysidro Boulevard Suite A San Ysidro CA 92073 Mr. Alberto R. Garcia, President (619) 428-9530

Kern County Hispanic Chamber of Commerce 1401 19 Street Suite 125 Bakersfield CA 93301 Mr. Manuel Arriola, President (805) 328-0730 / (805) 326-1628 fax

Latin Business Association 5400 E. Olympic Boulevard Suite 130 Los Angeles CA 90022 Ms. Ana Barbosa, President (213) 721-4000 / (213) 722-5050 fax

Latino Chamber of Commerce of Compton P.O. Box 449 Compton CA 90223 Mr. Gomono Sanchez, President (310) 638-1763 / (310) 638-1615 fax

Madera County Hispanic Chamber of Commerce P.O. Box 526 Madera CA 93639 Mr. Danny Garcia, President (209) 674-7917

Merced County Hispanic Chamber of Commerce 301 West 18th Street, Suite 202 Merced CA 95340 Mr. Albert Romero, President (209) 384-2707

Mexican American Business & Professional Association c/o UCSD Administrative Computing La Jolla CA 92093 Mr. Roger Talamantez, President

Mexican American Chamber of Commerce of Ventura County P.O. Box 426 Oxnard CA 93032 Mr. Robert Sanchez, President (805) 486-0266 / (805) 385-3342 fax

Mexican Chamber of Commerce of Los Angeles County 125 Paseo De La Plaza #404 Los Angeles CA 90012 Mr. Eduardo Díaz, President (213) 688-7330 / (213) 688-7562 fax

Monterey County Hispanic Chamber of Commerce 623 East Alisal Salinas CA 93905 Mr. Raul Chavez, President (408) 758-1155/(408) 758-5819 fax Pajaro Valley Hispanic Chamber of Commerce P.O. Box 1748 Watsonville CA 95077 Mr. Joe Moreno, President (408) 722-5550

Pomona Valley Hispanic Chamber of Commerce 998 N. Garey Avenue Pomona CA 91767 Mr. Manuel Castillejos, President (714) 629-9980 / (714) 620-0110 fax

Sacramento Hispanic Chamber of Commerce P.O. Box 161933 Sacramento CA 93816 Mr. Samuel C. Perez, President (916) 925-1925

> San Diego County Hispanic Chamber of Commerce 1247C Street San Diego CA 92101 Mr. Jesse Navarro, President (619) 529-1046 / (619) 268-1790

San Francisco Hispanic Chamber of Commerce 2601 Mission Street, 9th Floor San Francisco CA 94110 Mr. Carlos Quiroz, President (415) 647-0224 / (415) 282-3320 fax

> Santa Cruz County Hispanic Chamber of Commerce P.O. Box 187 Watsonville CA 95077 Mr. Dennis Ortiz, Director

Santa Paula Chamber of Commerce P.O. Box 1 Santa Paula CA 93060 Ms. Peggy Jinsen, President (805) 525-5561

Solano/Napa County Hispanic Chamber of Commerce P.O. Box 2723 Fairfield CA 95403 Mr. Manuel Cosme, President (707) 448-1203 / (707) 448-6528

Sonoma County Hispanic Chamber of Commerce P.O. Box 11392 Santa Rosa CA 95406 Mr. Carlos Tamano, President (707) 526-7744 / (707) 576-1976

> Stockton Mexican American Chamber of Commerce 110 N. San Joaquin Street, Suite 302 Stockton CA 95202-2405 Mr. Andrew Ysiano, President (209) 943-6117 / (209) 943-0014

The Greater Palm Springs Hispanic Chamber of Commerce 1975 Mark Leslie Drive Palm Springs CA 92264 Mr. Tony C. Aguilar, President (619) 776-2274 / (619) 564-0394

United Hispanic Chamber of Commerce 120 N. Euclid Avenue Ontario CA 91762 Mr. Raul Avila, President (714) 984-6877 / (714) 986-2837

United States-Mexico Chamber of Commerce 555 S. Flower Street, 25th Floor Los Angeles CA 90071-2236 Ms. Rachel Mullens, Pacific Chapter (213) 623-7725 / (213) 623-0032 Yolo County Hispanic Chamber of Commerce 416 Main Street Woodland CA 95695 Ms. Jo Roman, President (916) 668-0966 / (916) 666-3461 fax

COLORADO

Colorado Springs Hispanic Chamber of Commerce P.O. Box 2014 Colorado Springs CO 80901 Mr. Rey Hurtado, President (719) 635-5001/ (719) 630-6020 fax

Hispanic Chamber of Commerce Inc (Denver CO) 930 West 7th Avenue Denver CO 80204 Mr. Dan Rodriguez, President (303) 534-7783 / (303) 595-8977 fax

Latino Chamber of Commerce of Pueblo 1004 W. Abiendo Pueblo CO 81004 Mr. Michael Ortiz, President (719) 542-5513

CONNECTICUT

Connecticut Hispanic Chamber of Commerce 253 Main Street Hartford CT 06106 Mr. Carlos Lopez, President (203) 247-2666

DISTRICT OF COLUMBIA

Greater Washington Ibero-American Chamber of Commerce 1730 Rhode Island Avenue, NW, Suite 1112 Washington DC 20036 Mr. David Fernandez, President/Chairperson (202) 728-0352 / (202) 728-0768 fax

The United States Mexico Chamber of Commerce 1730 Rhode Island Avenue, NW, Suite 1112 Washington DC 20036 Mr. Duane H. Zobrist, President (202) 296-5198 / (202) 728-0768 fax

FLORIDA

Argentine-Florida Chamber of Commerce 80 SW 8th St., Suite 1800 Maimi FL 33130 Mr. Andres De Fortuna, President (305) 371-6644 / (305) 371-3812 fax

Camara de Comercio Latina de la Bahia de Tampa P.O. Box 15722 * Tampa FL 33684 Ms. Irma Willcut, President (813) 875-3060

Chilean-American Chamber of Commerce 6100 S.W. 45 St. Miami FL 33155 Ms. Marta Guillett, President (305) 347-7316 / (308) 381-9982

Colombian American Chamber of Commerce of Greater Miami 280 Aragon Avenue Coral Gables FL 33134 Mr. Eduardo Castro, President (305) 446-2542 / (305) 448-5028

> Hialeah Latin Chamber of Commerce & Industries 1840 W. 49 Street, Suite 410 Hialeah FL 33012 Mr. Mandy Llanes, President (305) 828-9898 / (305) 828-9777

Hispanic American Business Association of N. FL. P.O. Box 23037 Jacksonville FL 32241 Mr. Jorge Hernandez, President (904) 296-3200

Hispanic Chamber of Commerce of Central Florida P.O. Box 1297 Orlando FL 32802 Mr. Conrad Santiag, President (407) 649-4322 / (407) 649-1380

Latin American Chamber of Commerce of Lower K P.O. Box 629 Key West FL 33040 Mr. Arturo Espinola, President (305) 294-6156

Latin Chamber of Conumerce of USA (CAMACOL) 1417 W. Flagler Street Miami FL 33135 Mr. Luis Sabines, President (305) 642-3870 / (305) 642-0653 fax

South Florida Puerto Rican Chamber of Commerce 3191 Coral Way, Suite 644 Miami FL 33145 Mr. Luis De Rosa, President (305) 461-1948 / (305) 446-0082

SW Florida Hispanic Chamber of Commerce P.O. Box 1374 Cape Coral FL 33910 Mr. Guido Minaya, President (813) 549-8701

United States-Mexico Chamber of Conunerce c/o Merrill Lynch, 150 Alhambra Circle, Penthouse Miami FL 33134 Mr. Ruben Navarro, President (305) 754-7541

GEORGIA

Atlanta Hispanic Chamber of Commerce 550 Pharr Road, NE Suite 225 Atlanta GA 30305 Ms. Carmen Estrada Valdez, President (404) 264-0879 / (404) 676-5631

HAWAII

Hawaii Hispanic Chamber of Commerce 720 Iwilei Road, Suite 302 Honolulu HI 96817 Mr. Jose Villa, Vice President (808) 537-1692 / (808) 533-6488 fax

ILLINOIS

Back of the Yard Business Association 1751 W. 47th Street Chicago IL 60609-3889 Ms. Marina Rey, Administrative Assistant (312) 532-4416 / (312) 254-3525 fax

Cermak Road Chamber of Commerce & Industry 2846 West Cermak Road Chicago IL 60623 Mr. Frank Cummings, President (312) 254-6565 / (312) 254-6837 fax

> Chicago Avenue Business Association 755 N. Ashland Chicago IL 60622 Mr. Milton Fields, President (312) 733-4002

Cosmopolitan Chamber of Commerce 1326 South Michigan Avenue Chicago IL 60605 Ms. Consuelo Pope, President (312) 786-0212 / (312) 786-9079 fax Cuban American Chamber of Commerce of Illinois 3330 North Ashland Chicago IL 60657 Mr. Luis Martinez, President (312) 248-240 / (312) 292-4609 fax

Guatemalan/Central American Chamber of Commerce 1608 N. Mitwaukee, Suite 505 Chicago IL 60647 Mr. Rene Noriega, President (312) 379-1860 / (312) 379-1006 fax

Hispanic American Construction Industry
Association
1 East Erie, Suite 520
Chicago IL 60611
Mr. Rodrigo de Escoto, President
(312) 786-0101 / (312) 786-0104 fax

Latin American Chamber of Commerce 2539 N. Kedzie, Suite 11 Chicago IL 60647 Mr. Lorenzo Padron, President (312) 252-5211 / (312) 252-7065 fax

Little Village Chamber of Commerce 3610 W. 26th Street Chicago IL 60623 Mr. Jose Perez, President (312) 521-5387 / (312) 521-7103 fax

Mexican American Chamber of Commerce of II., Inc. 2635 West Cermak Road Chicago II. 60608 Mr. Jorge Loera, President (312) 854-3976

North-Pulaski Chamber of Commerce 1620 North Pulaski Chicago IL 60639 Ms. Virginia J. Ojeda, President (312) 489-1699

Old Milwaukee Avenue Chamber of Commerce 1532 N. Milwaukee Avenue, 2nd Floor Chicago IL 60622 Ms. Joan Welch, Executive Director (312) 384-2672 / (312) 384-2672 fax

> Puerto Rico Chamber of Commerce 1237 N. California Chicago IL 60622 Mr. Nestor Montalvo, President (312) 486-1331

INDIANA

Greater Ft. Wayne Hispanic Chamber of Commerce 826 Ewing Street Fort Wayne IN 46802 Mr. Herb Hernandez, Secretary (219) 422-6697 / (219) 426-7232 fax

Indiana Hispanic Chamber of Commerce/
Indianapolis
P.O. Box 665
Indianapolis IN 46206
Mr. Charlie Garcia, President
(317) 240-1064 / (317) 571-9509

LOUISIANA

Baton Rouge Chamber of Commerce 1015 Pittsburg Avenue Baton Rouge LA 70802-4237 Mr. Robert Moreno, President (504) 387-5059 / (504) 388-9509 fax

Gulf Coast International Hispanic Chamber of Commerce 3501 Chateau Boulevard, Suite #C-114 Kenner LA 70065 Dr. Vinicio E. Madrigal, President (504) 466-1315/(504) 466-1162 fax Louisiana Hispanic Chamber of Commerce P.O. Box 5985 Metairie LA 70002 Mr. Mario R. Zeron, Sr., President (504) 834-3217 / (504) 455-8111

MASSACHUSETTS

Hispanic-American Chamber of Commerce, Inc. 283 Franklin Street Boston MA 02110 Mr. Tomas R. Dominguez, Chairman (617) 431-8776

The Greater Lawrence Chamber of Commerce 264 Essex Street Lawrence MA 01840-1496 Mr. Joseph Bevilacqua, Chainnan (508) 686-0900 / (508) 000-0000

MARYLAND

Hispanic Business Council Chamber of Commerce P.O. Box 2274 Gaithersburg MD 20879 Mr. Ernest Acosta, President

Maryland Hispanic Chamber of Commerce P.O. Box 11286 Baltimore MD 21239 Mr. Ed Acevedo, President (410) 296-4732

MICHIGAN

Flint Hispanic Chamber of Commerce 202 E. Boulevard Drive, Suite 320 Flint MI 48503 Mr. Sixto Olivo, President (313) 239-4417

Greater Lansing Hispanic Chamber of Commerce 106 West North Street Lansing MI 48906 Ms. Linda Bevanvides-Sanchez, President (517) 482-9144

Hispanic.Chamber of Commerce of Michigan 7101 Clyde Park Avenue, S.W. Grand Rapids MI 49509 Mr. Francisco Vega, President (616) 455-8093

Michigan Hispanic Chamber of Commerce 11449 Timkin Avenue Warren MI 48089 Mr. Facundo Bravo, Chairman (313) 754-4920 / (313) 754-3818

Mid-Michigan Hispanic Business Association 3075 Shattock Road, Suite 625 Saginaw MI 48603 Mr. Gilberto Olivarez, President (517) 781-5231

West Michigan Hispanic Chamber of Commerce 300 Mouroe Avenue, N.W. City Hall, Room 420 Grand Rapids MI 49503 Mr. Nicholas Garza, Chairperson (616) 456-3659 / (616) 456-2695 fax

MINNESOTA

Minnesota Hispanic Chamber of Commerce 209 W. Page Street, #211 St. Paul MN 55107 Mr. Richard Aguilar, President (612) 222-0569 / (612) 290-6968 fax

MISSOURI

Hispanic Chamber of Commerce of Greater Kansas City 1100 Pennsylvania Kansas City MO 64105 Ms. Estella Morales, President (816) 221-5772 / (816) 474-0619 fax Hispanic Chamber of Commerce of Metro. St. Louis 720 N. Tucker, Suite 601 St. Louis MO 63101-1162 Mr. Michael Zambrana, President (314) 256-9698

NEW JERSEY

Asociacion de Comerciantes Colombianos de N.J. 5919 Bergen Line Avenue Union City NJ 07083 Mr.Orlando Gallo, President

Bergen County Hispanic Chamber of Commerce P.O. Box 11 Englewood NJ 07631 Mr. Ed Aquiles, President (201) 569-0000 / (201) 447-7176 fax

Camara de Comercio Latina de Elizabeth 544 Elizabeth Avenue, 2nd Floor Elizabeth NJ 07206 Mr. Jose A. Maldonado, President (908) 289-0677

Camara de Comercio y Prof. Hispana de Paterson 488 Broadway P.O. Box 2435 Paterson NJ 07509 Mr. Marcial Huertas, President (201) 881-8331

Camden County Hispanic-American Chamber of Commerce P.O. Box 428 Collinswood NJ 08108 Mr. Roberto Millner, President (609) 858-9211 / (609) 858-7286

Englewood Hispanic Chamber of Commerce 6 James Street Englewood NJ 07631 Ms. Aracelly Patino, Vice President (201) 567-2659

Greater New Brunswick Hispanic Merchants
Association
286 Somerset Street
New Brunswick NJ 08901
Mr. Harry Ayala, President
(908) 745-2404 / (908) 828-4546 fax

Hispanic American Chamber of Commerce Inc 248 Monroe Street Passaic NJ 07055 Mr. Luis Perez, President (201) 472-8333 / (201) 470-8465 fax

Hispanic American Chamber of Commerce of Essex County P.O. Box 9146 Newark NJ 07104 Mr. Franklin Montalvo, President (201) 484-7058 / (201) 484-0204 fax

Hispanic American Chamber of Commerce of N.J. 221 Rector Street Perth Amboy NJ 08861 Mr. Anthony Santana, Jr., Executive Director (908) 826-0932 / (908) 826-1371 fax

Hispanic Junior Chamber of Commerce of Hudson P.O. Box 112 North Bergen NJ 07047 Mr. Cristobal Castaneda, President (201) 863-1187 / (201) 863-3735 fax

Latin American Chamber of Commerce of Central Jersey 514 E. Third Street North Plainfield NJ 07060 Ms. Flor M. Gonzalez, President (908) 561-4754 / (908) 754-9590 fax

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Latin American Economic Development Association 501 Cooper Street Camden NJ 08102 Mr. Carlos Peraza, Executive Director (609) 338-1177 / (609) 338-0321

Morris County Hispanic-American Chamber of Commerce 27 Freeman Street West Orange NJ 07052 Mr. John Sanchez, President (201) 539-4095

Spanish Mercantile Federation, Inc. 4113 Palisades Avenue Union City NJ 07087 Mr. Eduardo Rodriguez, President (201) 865-1570 / (201) 866-2487 fax

Statewide Hispanic Chamber of Commerce of NJ 482 Broadway Paterson NJ 07514 Mr. Daniel H. Jara, President (201) 881-0738 / (201) 684-2810 fax

NEW MEXICO

Albuquerque Hispano Chamber of Commerce 1600 Lomas NW Albuquerque NM 87104 Mr. F. Leroy Pacheco, Executive Director (505) 842-9003 / (505) 764-9664 fax

Hispano Chamber of Commerce de Las Cruces P.O. Box 1964 Las Cruces NM 88001 Mr. Tony Chavez, President (505) 527-7938

Las Vegas Hispano Chamber of Commerce P.O. Box 1343 Las Vegas NM 87701 Mr. Alfred W. Nelson, Executive Director (505) 425-8829

Roswell Hispanic Chamber of Commerce P.O. Box 2612 Roswell NM 88201-2431 Mr. Robert Avinas, President (505) 624-0889

NEVADA

Hispanic 500 Chamber of Commerce P.O. Box 3582 - 30 Mary Street, Suite 2 Reno NV 89505 Mr. Miguel Sepulveda, President (702) 324-1452 / (702) 323-6995 fax

Latin Chamber of Commerce of Nevada Inc P.O. Box 7534 Las Vegas NV 89125 Mr. Agustin Gurrola, President (702) 385-7367 / (702) 385-2614 fax

NEW YORK

Argentine-American Chamber of Commerce, Inc. 10 Rockeffeller Plaza, 10th Floor New York NY 10020 Dr. Carlos E. Alfaro, President (212) 698-2238 / (212) 698-2239 fax

Asociacion de Comerciantes Hispanos, Inc. 217-A Smith Stret Brooklyn NY 11201 Mr. Angelo Zegarra, Director (718) 875-1214

Brazilian American Chamber of Commerce 22 W. 48th Street, Suite 404 New York NY 10036 Mr. Tony Sayegh, President (212) 575-9030 / (212) 921-1078 fax Brooklyn Hispanic and Professional Association 624 Pacific Street Brooklyn NY 11217 Mr. Francisco Mendez (718) 638-4881

> Camara de Comercio Salvadoreña 80 Clinton Street Hempstead NY 11550 Mr. Juan Mijango, President (516) 481-8030 / (516) 481-9693 fax

Camara Mexicana del Pequeño y Mediano Comerciante, NY 110 Ridge Street New York NY 10002 Mr. Jaime Lucero, President (212) 533-0460

Caribbean-American Chamber of Commerce & Industry
Bldg #5 Brooklyn Navy Yard
Brooklyn NY 11205
Mr. Roy A. Hastick, Sr., President/Administrator
(718) 834-4544 / (718) 834-9774 fax

Dominican Chamber of Commerce 1249 Saint Nicholas Avenue New York NY 10032 Mr. Agustin Garcia, President (212) 928-0650

Dominican-American Chamber of Commerce One Broadway - 7th Floor New York NY 10004 Mr. Rafael A. Ginebra, President (212) 480-480 / (212) 269-2383 fax

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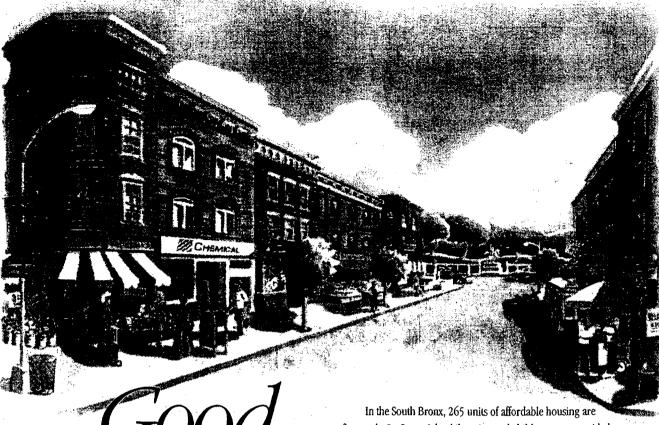
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FINANCIAL STATEMENT

Statement of Revenues, Expenses and Changes in Fund Balance

OIVIFIAIFIAI	15 Months Ended March 31, 1993	Year Ended December 31, 1991
Revenues	,	2000.11.201 01, 1551
Convention	\$1,246,930	\$972,308
Membership Fees and Contributions	354,220	449,068
Advertising	111,600	112,850
Grant .	5,694	47,612
Miscellaneous	<u>12,364</u>	10,291
Total Revenues	1,730,808	1,592,129
Expenses		
Convention	846.978	947,491
Private	41,614	199.540
Business Development	383,858	155,970
General and Administrative	<u>390,827</u>	207,308
Total Expenses	1,663,277	1,510,309
Excess of Revenues Over Expenses	67.531	81.820
Fund Deficit, Beginning of Year	13,435	<u>(68,385)</u>
Fund Balance, End of Year	\$80,966	\$ 13,435

^{*} Indicates a fifteen (15) month period. The first three months of each year incur little revenue while continuing at the same level of operation. The first 3 months of 1992 resulted in a \$102,045 loss. If the March 31, 1993 audit were for a 12 month period it would reflect a Net Revenue of \$169,576.

Balance Sheet

Assets	*		• •
Current Assets	•		
Cash	\$6.00E		
Accounts Recievable, net allowance of	\$6,095	\$4,546	
\$22,500 in 1993 and \$5000 in 1992	474.400		
Grant Recievable	174,188	215,121	
Other Current Assets		58,734	
	<u>11,927</u>	<u>18,101</u>	
Total Current Assets	. 192,210	296,502	
Property and Equiptment, net	36,591	43,093	
Other Assets	<u>5,356</u>	•	
	\$234,157	6,805	
	4234, 137	\$346,400	
Liabilities and Fund Balance			
Current Liabilities			
Accounts Payable	\$55,312	\$270,873	
Payable to Grantor	20,770	. 22,363	
Accrued Expenses	11,379	,	•
Obligations Under Capital Leases,	71,073	18,623	
current portion	5,427	4.702	
Deferred Convention Revenue	•	4,792	
Total Current Liabilities	50,200		
Total Outlone Elabilities	143,088	316,651	
Obligations Under Capital Leases,			H07868
less current portion	10,103	16,314	
Fund Balance	<u>80,966</u>	13,435	
	\$234,157	\$346,400	
•	· · · · · · · · · · · · · · · · · · ·	4040,400	



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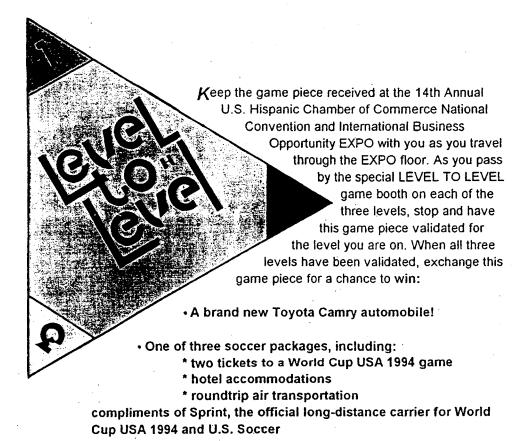
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As the curator of the exhibition "Awards of Latin American Artists" I'd like to say a word or two about it. All the young Latin American Artists whose work are presented at this show are involved with the New York scene but also bring to it a unique representation which is a product of their merging of the modern with their heritage as Latin Americans. This is not to say that the artists in this exhibition can be labeled into one category as modern Latin American. A dichotomy exists which is evident in the unique style of each of the artists. Although united by common links (which are the abstraction of the human form, and their interchange with the New York scene and their Latin American heritage) the prevalent sense which emerges in the art are the artists strong individual personalities. The awards presented to these artists are in recognition of their perseverance attempting to enrich the New York art scene with Latin American influences. It will be interesting to see what further developments they will make with time. We hope these

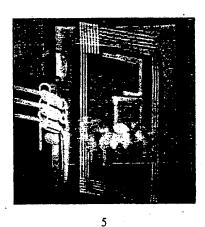
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awards will serve as an

incentive to continue this intercultural interchange.













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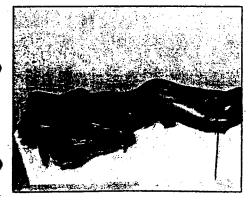














(Venezuela)
Untitled ag-6 35" x 30" Medium: Acrylic on linen 2. Roxa Smith (Venezuela)

1. Espartaco Albornoz "Nosco"

Selva 18" x 18" Medium: Oil on wood

3. Oswaldo Rozo (Mexico) El Angel Exterminador 2' 6" x 3' 0" Medium: Oil on canvas

4. German Ortiz Cadena (Colombia) Cupid Signed and numbered limited edition Hand-Pulled Silkscreen printed in 65 colors on deluxe 100% cotton rag paper Image size: 44" x 34" Regular Edition: 125 Deluxe Edition: 50

5. Sagastegui (Peru) Imagen en gris 29" x 25" Medium: Oil and acrylic on canvas

6. Francisco Gonzalez-Abreu (Cuba) Vicky 18" x 24" Medium: Oil on canvas

7. Deborah R. Huacuja (Mexico) Benito Juarez de San Pablo de Guelatao 36" x 52" Medium: Acrylic on canvas

8. Gui Lessin (Brazil) Yellow Cat 38" x 44" Medium: Acrylic on linen

9. Julio Venegas (Cuba) The syster's 36" x 48" Medium: Oil on canvas

10. José Gabriel Ojeda (Puerto Rico) Face of Silent 48" x 40" Medium: Oil on canvas

11. Campuzano (Mexico) Eternity life size Leather over plaster

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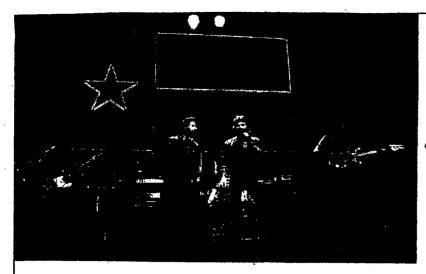


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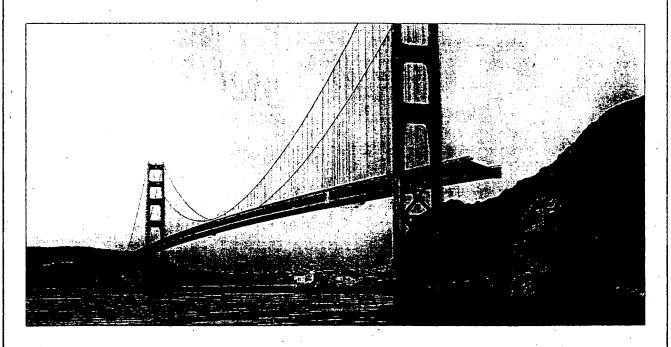
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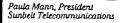
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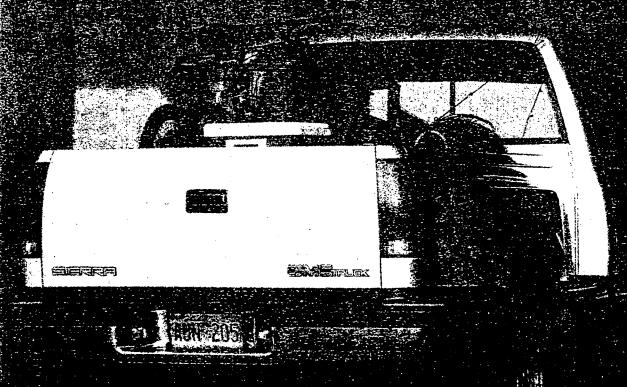
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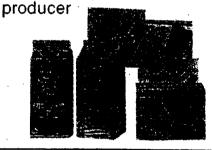
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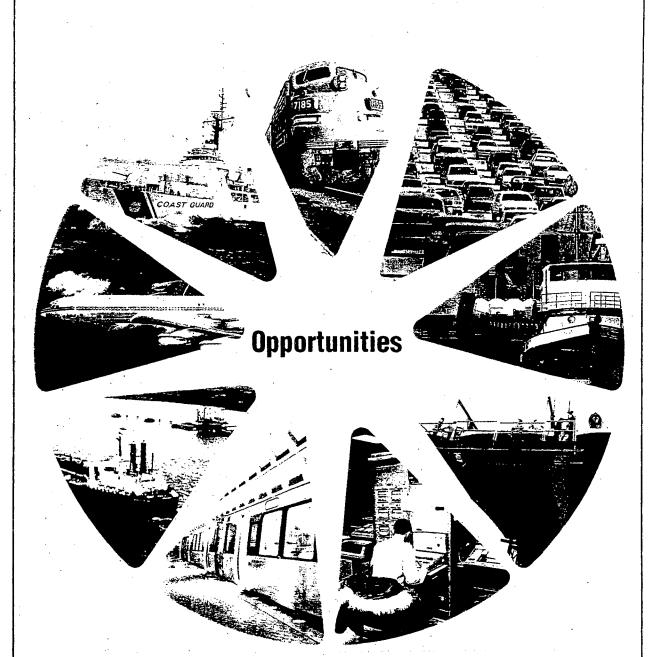
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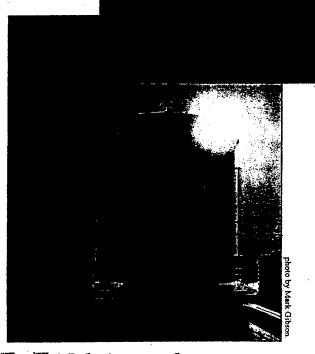
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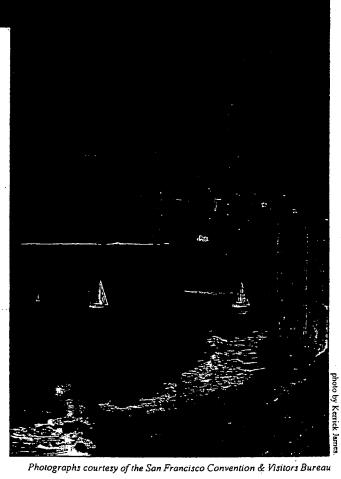
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Jorge Franchi:... How much is this going to cost? Marco Mendiola... Congratulations on the baby boy - "José Carlos"

Abel Guerra:... On the go...

Beatriz Perez: Congratulations on Employee of the Year!

Hector Porras: Tu gente!

Reina Rodriguez: ...Best of luck!

Catherine Feeser.... for her long and endless hours towards making this magazine a reality!

Mitra Ara: Come visit us sometime!

William Gil You should've come -we had the best time ... Maryurys Chacon: Congratulations on your freshman year!

Gerardo Ruiz: Public Relations Guru!

Andres Alejo: Andy....see you next year...Could you please do that impersonation of "G" one more time!

Patricia Bañuelos:...Great job!

Maria del Carmen Dickenson: Carmen....Yeah...Part of the

Gigi Ganatra:... Where's Andy?

Eduardo Gonalez: Wayo...NOMBRE...UPS!

David Gonzalez:...Yes, I think Mr. Mendiola will like it! Carolina Hoyos:...for her assistance with the Governor's Office and on the convention magazine...Enjoy Spain!

Elena Laguardia:...Do you have any questions????? Lorenzo Lopez:...It's not personal, but...Hey, Hey Hey,...UPS...intern barbeque...

Wanda Lopez: ...for her patience and understanding! Joyce Martinez:...for learning membership and registration on such short notice!

Jossie Roman:..for all of her assistance on the EXPO floor and other projects!

Michael Toledo:...thanks!

Richard Torres: Ricky, it's about time you came to conven-

Wendy: ...for wanting to intern next summer and putting up with Ricky!

Michael Flood: ...for getting us through the last few months!!

Summer 1993 Interns cont. from page 111

Ms. Joyce Martinez will attend George Mason University in Virginia for her senior year of college. She is working towards a B.A. in international affairs with a minor in Latin American studies. After graduation she wants to work at any Hispanic-oriented organization and in this way contribute to Hispanic development and advancement in the United States.

Ms. Jossie Román recently graduated from American University in Washington, D.C. with a B.A. in international relations and a concentration in Latin America and the Caribbean. She plans to work in a federal agency or international organization where she can better assist the Hispanic community. After being in the work force for a couple of years, Jossie plans to further her education in international law.

Mr. Michael Toledo, a finance major, will be graduating from Shippensburg University in December. He was the only intern to work with the USHCC Senior Vice President of Finance, Jorge Franchi. Michael's future looks promising. He will soon be deciding whether to enter law school or the business world. He is from Reading, Pennsylvania where he works with the Latino city youth in his community.

Mr. Richard Torres, a native of the New York City area, recently graduated with honors from Rider College in Lawrenceville, New Jersey. He will attend Cornell Law School where he will study international business law. After law school, Mr. Torres will seek to get involved in politics in order to assist the Hispanic community.

About the magazine...

The cover was printed on 8 pt. Carolina Coated using a combination of 4 color process and metallic ink with a gloss varnish.

Pages were printed on 80# Productolith gloss text in signatures of 16, comprising of 4 - 16's running 5/5, 1 - 16 running 4/2, 2 - 16's running 2/2, and 2 - 16's running 2/1.

This magazine is published annually by the United States Hispanic Chamber of Commerce using the desktop software Aldus PageMaker for Windows. All illustration, design, layout, and typesetting is done inhouse by the Graphics department with guidance from the Events Services Department and our President/ CEO, José F. Niño. Articles are submitted by guests, USHCC staff and members.

Many thanks to Debbie and Ruth at Ebsco Media for their guidance and assistance, and to all those who contributed to this publication.

> Magazine printed by Ebsco Media 801 5th Avenue S., Birmingham, AL 35233 (205)323-1508 / (800)765-0852

Special thanks

to the

Office of the Governor

of New York

for all of their assistance in

this year's convention.





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At US WEST, the M/WBE Initiative is not just a program. It's a way of doing business.

For many years, US WEST has been developing successful relationships with established minority- and women-owned businesses. Businesses who share our commitment to connect over 12 million customers with their world through the best technology, quality, service and price available.

And this year is no different.

But one thing has changed. US WEST is now putting this commitment on the line with a new, convenient 1-800 number. So now it's even easier for M/WBE's to connect with us.

If you are an established minority- or women-owned business with the technology and track record to make us more effective and competitive, call the US WEST M/WBE office at our new number: 1-800-274-9194.

It could make all the difference in the world. For both of us.



H07886

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It comes through in every brand we brew. From Miller Lite to Genuine Draft to Sharp's non-alcoholic to our new Miller Reserve. It's quality that makes Miller brands top sellers around the country. Quality you can see. Quality you can taste. Quality, pure and simple, since 1855.

H07887



1992



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Banquet



U. S. HISPANIC CHAMBER OF COMMERCE

Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 28



H07707

The United States Hispanic Chamber of Commerce



S E C O N D · A N N U A L

Legislative

Forum

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 \mathcal{B} anquet

Thursday, 30th of April Ramada Renaissance Techworld Hotel 999 9th St. N.W. Washington, D.C.

President's Message

Dear Friends,

Bienvenidos. On behalf of the U.S. Hispanic Chamber of Commerce and its Board of Directors, we welcome you to the Second Annual Legislative Forum & Banquet.

The United States Hispanic Chamber of Commerce has provided Hispanic-Amercan business with a mechanism for information sharing, training, research and most important, an active voice from the international arena to federal, state and local levels. The historical lack of access to the nation's economic and political decision makers, has prompted the U.S. Hispanic Chamber of Commerce to hold the Legislative Forum & Banquet. We are eager to share with you the opportunities of face to face discussions with your policy makers in order to address the issues and concerns affecting your community.

The first thirteen years has allowed the USHCC to establish a basic framework through which we will continue to advocate the issues and concerns of our constituents. As Hispanic leaders and business men and women, we must aggressively establish lines of communication with our policy makers - not only for the immediate future - but also with the goal of supporting the generations of entrepreneurs to come.

This year, we are celebrating a historical business venture, one which led to the discovery of the Americas. While we look back on the rich history of this country, we would be remiss not to look ahead on where the next 500 years will take us, and how we will get there. Now is the time for the Hispanic Business Community to unite with effective voices in Washington with respect to economic and political issues that effect the growth of our community.

We welcome our distinguished friends and guests from across the country. We extend our sincere gratitude to the many supporters of the USHCC and the leaders of the local and State Hispanic chambers of commerce and organizations. We are proud to be able to help in the development of future business ventures and look forward in helping you fulfill the "American Dream". Gracias.

Jose F. Niño

USHCC President/CEO

Program

Master of Ceremonies Raul R. Tapia

USHCC Legislative Forum & Banquet Chairman
USHCC General Counsel

Invocation

Daniel H. Jara USHCC Region V-Board Member Legislative Committee Chairman

Pledge of Allegiance Lt. Rebecca Armendariz, USAF (R) (Desert Storm Veteran)

Welcome Address The Honorable Sharon Pratt-Kelly Mayor of Washington, D.C.

DINNER

Presentation of Presidential Award

to the Honorable Bill Richardson U.S. Congressman - New Mexico

> Presidential Address Jose F. Niño USHCC President/CEO

Keynote Address The Honorable Dennis DeConcini U.S. Senator - Arizona

Closing Remarks
Delia Reyes
USHCC Chairman of the Board

Daniel H. Jara, founding president of the Statewide Hispanic Chamber of Commerce of New Jersey, a network of seventeen local Hispanic Chambers that represents over twenty thousand hispanic businesses in the garden state. Owner of Rimac Agency Inc., a travel and insurance consultant firm with branch offices in Essex and Hudson counties; Daniel is also president of Paterson Motors & Export Company with offices in Caracas, Venezuela and Lima, Peru. In 1989 at the 10th Annual USHCC National Convention, Daniel was elected to serve as Director of the United States Hispanic Chamber of Commerce representing 14 states on the national board; in 1990 at the National Convention in Albuquerque, NM, Daniel was instrumental in leading the biggest participation of the Northeast in a National Convention. Mr. Jara has established cooperative efforts with the State's Hispanic Chambers of Texas and California. In 1992 Daniel was appointed to Chair the Legislative Committee of the USHCC.

USHCC Legislative Forum & Banquet Chairman

Raul R. Tapia is a partner in the law firm of Tapia & Buffington. He is admitted to practice before the bars of the District of Columbia, the State of California, the Supreme Court of the United States and various subsidiary federal courts. He practices in the areas of international business, corporate, commercial and legislative matters.

In addition to his law practice, Mr. Tapia has been engaged in various entrepreneurial activities for his own account including being the founder and former Chairman of the Board of Republic Communications Corporation. Republic is the licensee of KRRT-TV, channel 35, a Fox Network affiliated television station serving San Antonio, Texas. Mr. Tapia was also a founder, President and Director of AMO Broadcasting Company, the former licensee of KIVA-FM, Santa Fe/Albuquerque, New Mexico. Currently, he is a member of the Board of Directors of The Interface Group, Ltd., a Washington, D.C. based executive search firm.

Before starting his law firm, Mr. Tapia served on the White House staff of President Jimmy Carter from 1979 to 1981 as Deputy Assistant to the President of the United States.

Mr. Tapia received his <u>luris Doctoris</u> degree from the Harvard Law School, a Master in Public Administration degree from the John F. Kennedy School of Government of Harvard University and his Bachelor of Arts degree in Political Science from California State University at Fullerton where he received "The President's Award" as the outstanding member of his graduating class.

The major civic activities in which Mr. Tapia has been involved include: Chairman, 1992 United States Hispanic Chamber of Commerce Legislative Forum, Washington D.C.; Member, Council on Foreign Relations, New York, NY-1991 to present; Member, Board of Directors, National Committee for Citizens in Education, Washington, D.C., - 1991 to present; General Counsel, United States Hispanic Chamber of Commerce, Washington, D.C., - 1991 to present; General Counsel & Secretary, National Association of Hispanic Investment Bankers and Advisors, New Orleans, LA, 1991 to present; Member, Steering and Finance Committees, "Friends of Al Gore" Washington, D.C. - 1989 to present; Trustee, Democratic National Committee, Washington, D.C., -1989; Senior Advisor to the Dukakis/Bentsen Presidential Campaign, Boston, MA - 1988; Co-Chairmanship of the National Finance Committee of the Dukakis for President Campaign, Boston, MA - 1988; Delegate from the State of California to the 1988 Democratic National Convention, Atlanta, GA; Member, Board of Directors, Congressional Hispanic Caucus Institute, Inc., Washington D.C., - 1985 to 1989.

U.S. Hispanic Chamber of Commerce

USHCC BOARD OF DIRECTORS

Chairman of the Board Delia Reyes, Texas

Vice Chairman Elliott Rivera, Puerto Rico

Region I: Lillian Aguilar, California Richard Lujan, California

Region II: George Autobee, Colorado John Avila, New Mexico Jose Canchola *, Arizona

Region III: Ernesto Chavarria *, Texas Manny Lopez, Missouri Delia Reyes, Texas

Region IV: Ric Gonzalez *, Michigan Joseph Mario Moreno, Illinois Ernest Ojeda, Indiana

Region V:
Evelio Cuellar, New Jersey
Daniel Jara, New Jersey
Liz Medina *, New York

Region VI: Gladys Montiel, Georgia Elliott Rivera, Puerto Rico Vicente P. Rodriguez*, Florida

* Denotes Regional Chairs

USHCC ADMINISTRATIVE STAFF

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Western Regional Office 5400 E. Olympic Blvd., Suite 238 Los Angeles, CA 90022 (213) 725-0091 Fax: (213) 725-0176 WITH OUR APPRECIATION TO



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13th Annual National Convention

"Hispanic Business - The Voyage Continues" September 29 - October 3, 1992 Dallas, Texas

We invite you to join us for the HISPANIC BUSINESS EVENT OF THE YEAR!! This September, Hispanic entrepreneurs, governmental officials, corporate America and a host of business leaders from across the United States and several Latin American countries will meet in Dallas, Texas for "Hispanic Business - The Voyage Continues", the USHCC's 13th Annual National Convention and International Business Opportunity EXPO. As the number of Hispanic-owned enterprises in the United States approaches 650,000, we must explore ways to keep the momentum we have attained and build for the future. This convention is one way that we can do just that - prepare new routes of business by taking a first-hand look at the resources and opportunities available to the Hispanic entrepreneur. It is heartening for our organization to see the sophistication that the Hispanic business community has achieved - and this Convention will expose you to a kaleidoscope of Hispanic enterprise as you develop more business contacts and gain practical information to assist in that growth. This dynamic conference will feature an International Business Opportunity EXPO, where hundreds of Hispanic firms from the U.S. and Latin America, corporate and governmental exhibitors will showcase their products and services. The conference will feature Business Development Sessions where some of today's "hottest" business topics will be discussed. Lively receptions and social functions will allow you to network with buyers and vendors. Also, an impressive list of special guests speakers will join us as we set forth with "Hispanic Business - The Voyage Continues". The 1991 USHCC Convention special guests included President George Bush, Secretary Robert A. Mosbacher, and other political and corporate leaders in the country. You can not afford to miss this opportunity.

Headquarters Hotel: Los

Loews Anatole in Dallas, Texas

Reservations (214) 748-1200

Rate: \$110.00 Single or Double

Registration:

\$300.00 USHCC Members (Before Aug. 31, 1992)

\$350.00 (After Aug. 31, 1992)

\$400.00 Non-members (Before Aug. 31, 1992)

\$450.00 (After Aug. 31, 1992)

Information:

For information regarding the Convention, EXPO or advertising in Convention Magazine, please

contact the Event Services Departmentat

(202) 862-3939.

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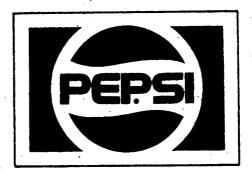




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Presidential Award Recipient

The Honorable Bill Richardson was elected in 1982 to represent New Mexico's newly created 3rd Congressional District-one of the largest in square miles and most ethnically diverse in the country: 40% Anglo, 40% Hispanic, 20% Native American. His district includes Santa Fe, Taos, a large portion of the Navajo Reservation, and the Los Alamos National Laboratories.

A Member of the House Leadership - Representative Bill Richardson serves as Majority Whip At-Large. With numerous bills and amendments enacted in the energy, environment, Indian, health, foreign policy and defense areas he is described by Leadership as one of the most "prolific legislators in the House."

Representative Richardson won reelection with over 70% of the vote in 1986 and 1988, and 75% in 1990. He is known as a grass roots Representative and has held approximately 1,700 town meetings in New Mexico since 1983.

Serving on the following committees: Energy and Commerce with key subcommittee assignments dealing with health, environment, energy, telecommunications and securities issues, Interior and Insular Affairs, Permanent Select Committee on Intelligence, Select Committee on Aging, and the Helsinki Commission on Human Rights.

Representative Bill Richardson has been a leader for environmental causes including work on Clean Air legislation and laws which protect coastal areas from oil spills. Has also supported expansion of national parks and designation of wild and scenic rivers.

A member of President Carter's official observer team to Nicaraguan elections, has chaired U.S. observer teams to elections in Guatemala, Nicaragua and East Germany.

During the 1988 presidential campaign, Congressman Richardson served as National Co-chairman of the Dukakis-Bentsen ticket and was named senior advisor to Dukakis on Hispanic issues.

Representative Bill Richardson lives in Santa Fe, New Mexico with wife Barbara. Graduated from Tufts University with B.A. and Fletcher School of Law and Diplomacy with an M.A. Three time MVP (Most Valuable Player) in annual Congressional baseball game pitting democrats against republicans. Drafted by major league baseball teams as high school pitching prospect.

Before elected to Congress, Representative Richardson worked as an international business consultant in Santa Fe and served as a staff assisitant for the Senate Foreign Relations Committee and the State Department in Washington, D.C.

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MARK OF EXCELLENCE

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Keynote Speaker

U. S. Senator Dennis DeConcini is a member of an Arizona family long active and prominent in government, the law, and business, Dennis DeConcini was born in Tucson on May 8, 1937. Senator DeConcini attended public schools in Tucson and Phoenix, and graduated from the University of Arizona in 1959 and the UA's College of Law in 1963. He served in the U.S. Army and the Army Reserve from 1959 through 1967.

Senator DeConcini was a founder and a member of the Tucson law firm of DeConcini and McDonald from 1968 to 1973. He also served as chief of staff for Governor Sam Goddard during his term in the mid-1960's, and in 1974 he managed Raul Castro's successful statewide campaign for Governor.

In 1972, Senator Dennis DeConcini was successful in his first bid for public office - Pima County Attorney. While serving as Pima County's chief prosecutor, the Senators' programs in drug enforcement and consumer affairs brought local and national recognition. His staff successfully prosecuted a number of major criminal cases. One investigation begun under his tenure ultimately led to the arrest and conviction of a nationally-known organized crime boss. His office was named the model office of its size in the nation by the National District Attorneys Association. Senator DeConcini received the state County Attorney of the Year award for 1975, and was elected President of the Arizona County Attorneys and Sheriffs Association in 1976.

In 1976, Dennis DeConcini was elected to the United States Senate. A member of two of the most powerful Senate committees, the Appropriations and Judiciary Committee, Senator DeConcini also serves as a member of the prestigious Select Committee on Intelligence. The Senator from Arizona, passed more bills than any other Senator, and The Wall Street Journal described him as the most likely member of his class to succeed. Senator DeConcini has lived up to that high expectation.

An active legislator, Senator DeConcini is a member of the Senate's International Narcotics Control Caucus. He has received awards from such groups as the American Legion, the National Federation of Independent Businesses, the Federal Law Enforcement Officers' Association, the National Security Caucus, and Childhelp USA. The New York Law School and the University of Arizona law school awarded Senator DeConcini with an honorary Doctor of Law degree.

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Banquet Speakers

Delia Reyes came to the United States from Cuba in 1962, settling in New Jersey with her parents. She was married in 1965 to Adrian Reyes, and worked with the New York Fire Rating Organization until the birth of the her son, Victor, in 1970. She and her family moved to Dallas, Texas in 1976. In 1980, Mr. and Mrs. Reyes started their own market research firm, ADRIAN Research Group. As Vice President and Co-owner, Mrs. Reyes supervises most operational aspects of the business, including financial aand personnel matters. She also serves as a consultant on ADRIAN Research Group's minority affairs and community development studies.

Mrs. Reyes has become deeply involved in a broad range of community activities at the local, state and national levels. Her current activities include serving as Chairman of the Board of Directors of the U.S. Hispanic Chamber of Commerce, Chairman of the Local Governmental Affairs Committee of the Board of Directors of the Greater Dallas Chamber of Commerce, and Treasurer of the Dallas Chapter of the Republican National Hispanic Assembly. She also serves on the boards of the YMCA of Metropolitan Dallas, Greenhill School, and was appointed by the Governor to the State Texas Christopher Columbus Quincentenary Commission. She served as Chairman of the Dallas Hispanic Chamber of Commerce from 1988 to 1989, served on the boards of the Dallas County Private Industry Council, the American Diabetes Association, the Dallas Convention & Visitors Bureau, and has held mayoral appointments to the Dallas Together Commission and the Mayor's Hispanic Task Force. Mrs. Reyes holds an Accounting degree from Havana Business College, and is an alumna of the Aspen Institute's Hispanic Policy Development Project, Leadership Dallas and Dallas State of the Arts. In 1991 Mrs. Reyes was named Female Entrepreneur of the Year by the Dallas Hispanic Chamber of Commerce.

Jose F. Niño was elected as President and CEO of the U.S. Hispanic Chamber of Commerce by the Board of Directors in the spring of 1990. His extensive background with Hispanic business and professional organizations, as well as his experience as a small business owner, prepared him well for his role as President of the nation's foremost Hispanic business organization. Mr. Niño, who was born in Texas and raised in Chicago, brings years of Hispanic chamber experience on the local, state and national levels to the USHCC. As President of the Latin American Chamber of Commerce (Chicago) from 1983-1985 and as State President of the Hispanic Federation of Illinois Chambers of Commerce from 1985-1987, he has been at the forefront of the very active Hispanic business community of Chicago. In his capacity, as a Director for the USHCC from 1985-1989, he assisted the organization in a volunteer capacity, and held various offices including Secretary, Treasurer, and Region IV Co-Chairman. As President and CEO of the USHCC, Mr. Niño's responsibilities include meeting with corporate and government officials on behalf of the USHCC and communicating the issues facing the Hispanic business community. He also works closely with the sixteen USHCC Directors to implement the goals and objectives of the organization, as well as overseeing staff members in the USHCC offices located in Washington, D.C. and Los Angeles, California.

USHCC History and Mission

In 1979, a few dedicated Hispanic leaders realized the enormous potential of the U.S. Hispanic business community and the need for a national organization to represent its interest before the public and private sectors. Later that year, the United States Hispanic Chamber of Commerce (USHCC) was incorporated in the state of New Mexico. The USHCC began an organized program to develop a business network which could provide the Hispanic community with cohesion and strength.

Since its inception, the USHCC has endeavored to bring the issues and concerns of the nation's nearly 650,000 Hispanic entrepreneurs to the forefront of the national economic egenda. Throughout the years, the chamber has enjoyed outstanding working relationships with U.S. elected officials and CEO's of major U.S. corporations. The chamber has also developed strong relationships with heads of state from many other countries.

The Chamber's success story is mirrored by the success of the Hispanic entrepreneur. Throughout the years, as Hispanic enterprise has grown and diversified, so have the programs of the USHCC. Through its network of Hispanic chambers of commerce and Hispanic business organizations which number nearly 200, the USHCC has been able to effectively communicate the needs and potential of Hispanic enterprise to the U.S. Government and Corporate America.

As the only nationwide Hispanic business network, the USHCC's primary goal is to actively promote the economic growth and development of Hispanic business. This is accomplished by:

Strengthening Hispanic business associations at local, state and national levels. Implementing national programs that assist in the economic development of minority firms. Increasing the business relationships between the corporate sector and the Hispanic business community through the establishment of valuable partnerships with major corporations. Celebrating annual Hispanic business achievements at the annual national convention. Promoting international trade among Hispanic businesses in the U.S. and Latin America. Monitoring legislation, policies and programs that affect the Hispanic business community and advocating on behalf of Hispanic business.

Providing technical assistance to Hispanic business associations and entrepreneurs.

STRUCTURE

The USHCC operates under a corporate structure. The USHCC Board of Directors is an eighteen member panel of Hispanic entrepreneurs elected by the local chambers that sets policy for the organization. The policy set by the Board is then implemented by its staff of professionals at the USHCC National Headquarters Office in Washington, D.C., as well as its Western Regional Office located in Los Angeles, California. The Board is led by a chairman who works closely with the staff's president to carry out the chamber's activities and goals. The following dedicated business leaders have headed the Board of Directors throughout the chamber's thirteen year history:

Delia M. Reyes, 1991-Present Gabriel Aguirre 1990-1991 J. Guadalupe V. "Lupe" Garcia 1989-1990 Abel Quintela, 1987-1989 Hector Barreto, 1980-1987 Nelson Rodriquez, 1979-1980

MISSION STATEMENT

The United States Hispanic Chamber of Commerce was founded in 1979 with the mission of promoting the continued growth and development of the Hispanic business community and the nation. The USHCC is the central link of a nationwide network of Hispanic business associations and firms, working to expand business opportunities; to encourage mutually beneficial ties with the public and private sectors; to serve as an active and visible advocate in the Hispanic business arena; and to actively promote trade between the Hispanic American business community and our Latin American counterparts.

Dinner Menu

First Course

Harvest Salad of Bibb Lettuce, Endive Radicchio, Watercress and Black Olives with Raspberry Dressing

Dinner

Steak and Shrimp Imperial
A Petit Filet Mignon and Jumbo Shrimp
with Maryland Crabmeat

Oven Crusty Red Bliss Potatoes

Squash with Basil and Onions

Fresh Oven-Baked Rolls with Sweet Cream Butter

Dessert

Fresh Fruit Tart

A Crisp Sweet Shell Filled with Creme Patisserie,
adorned with Fruits
of the Season and Finished with a Light
Apricot Glaze and served over Creme Anglaise

Renaissanced Special Blend Coffee Brewed Decaffeinated Coffee and Herbal Teas

Wine List

Fetzer Valley Chardonnay

Fetzer Valley Cabernet Sauvignon





U.S. Hispanic Chamber of Commerce

Legislative

Forum and Banquet

Washington, District of Columbia February 7, 1995

Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number

29



H07699

The USHCC Legislative Forum and Banquet gathers key policy and decision makers. members of Congress, and some of this country's outstanding Hispanic businessmen and women, to provide a means by which Hispanic chambers of commerce and company representatives can work with its congressional delegation to create a solid channel of communication on federal policy issues.

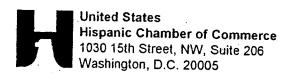
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Due to the tremendous response of past events, we are forced to limit participation to 400 persons: therefore, we strongly urge you to confirm your attendance today.

United States Hispanic Chamber of Commerce Fifth Annual Legislative Forum & Banquet February 7, 1995 * JW Marriott Hotel * Washington, District of Columbia

Company Address Address Telephone () Kindly reserve table(s) in the catagory indicated. I cannot attend. Please accept this contribution in support of the USHCC. Enclosed is a check in the amount of \$ to my credit card. Please bill the amount of \$ to my credit card. Please fill out card information on reverse. R.S.V.P. with payment must be received by January 31, 1995. Gold Sponsor \$10,000.00 Includes ten registrations, table of ten at banquet, one half-page in program and mention in all promotional materials. Bronze Sponsor \$2,500.00 Includes ten registrations, table of ten at banquet, and mention in program and all promotional materials. Bronze Sponsor \$2,500.00 Includes ten registrations, table of ten at banquet, and mention in program and all promotional materials. Bronze Sponsor \$2,500.00 Includes ten registrations, table of ten at banquet, and mention in program and all promotional materials.		•	Please check one category:
Includes ten registrations, table of ten at banquet, one half-page in program and mention in all promotional materials. I cannot attend. Please accept this contribution in support of the USHCC. Enclosed is a check in the amount of \$	Name Company Address		table of ten at banquet, one page in program and mention in all promotional
the USHCC. Enclosed is a check in the amount of \$	Telephone () Compared to the catagory indicated. Compared to the catagory indicated. Compared to the catagory indicated.	0	table of ten at banquet, one half-page in program and mention in all promotional
R.S.V.P. with payment must be received by January 31, 1995. For further information please call the Event Services Pull Registration \$225.00	the USHCC. Enclosed is a check in the amount of \$ Please make checks payable to the USHCC. Please bill the amount of \$ to my credit card.	0	Includes ten registrations, table of ten at banquet, and mention in program and all
	R.S.V.P. with payment must be received by January 31, 1995 . For further information please call the Event Services Department at (202) 842-1212.	0	Reception/Dinner

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thorized Signature				Ex. Date	



1995 Fifth Annual United States Hispanic Chamber of Commerce Legislative Forum & Banquet Events for Tuesday, 7th of February, 1995

8:00 a.m. - 5:00 p.m.

Registration

JW Marriott Hotel

8:00 a.m. - 10:00 a.m.

Continental Breakfast

JW Marriott Hotel

Legislative Forums on Capitol Hill

10:00 a.m. - 10:45 a.m.

How to Make the
Community Reinvestment
Act Work for You

11:00 a.m. - 12:00 noon

International Trade and Hispanic Business

2:00 p.m. - 2:45 p.m.

★ Small Business
 Administration/Minority
 Business Development
 Agency and You

3:00 p.m. - 4:00 p.m.

The 104th Congress: A New

Course

6:00 p.m. - 7:00 p.m.

Cocktail Reception

JW Marriott Hotel

7:00 p.m. - 9:00 p.m.

Legislative Banquet

JW Marriott Hotel

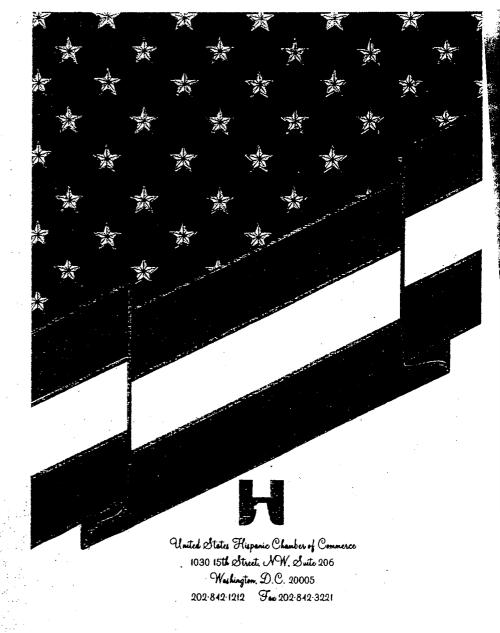
United States Hispanic Chamber of Commerce
and its Board of Directors
cordially invite you to attend the
Fifth Annual
Legislative Forum and Banquet

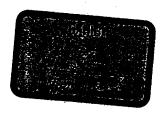
Tuesday, the 7th day of February, 1995

JW Marriott Hotel

1331 Pennsylvania Avenue, NW

Washington, District of Columbia



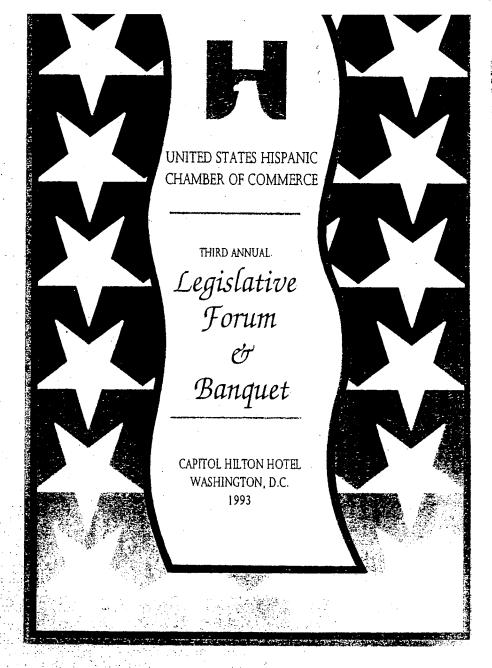


Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 30



The United States

Hispanic Chamber of Commerce's
Third Annual Legislative Forum & Banquet
promises to be an exciting gathering between
some of the country's outstanding
Hispanic businessmen and women and
Members of Congress.

This event will provide a means by which your local Hispanic chamber of commerce or company representatives can work with its congressional delegation to create a solid channel of communication on federal policy issues.

Due to the tremendous response to this event there is a limit of 400 participants allowed to attend; we strongly urge you to confirm your attendance as soon as possible.

United States Hispanic Chamber of Commerce Third Annual Legislative Forum & Banquet April 14-15, 1993 • Capitol Hilton Hotel • Washington, D.C.

	
Name:	Please check one:
Company:	Gold Sponsor \$10,000.00
Address:	Silver Sponsor \$5,000.00
Phone: ()	Bronze Sponsor \$2,500.00
Please reservetable(s) in the category indicated I cannot attend, but accept this contribution of \$	Full Registration \$225.00
R.S.V.P. with a check payable to the USHCC must be received by April 1, 1993. For further information call the Event Services Department at (202) 842-1212	Dinner Ticket \$200.00

Please list names of people who will be seated at your table					
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The

United States Hispanic Chamber of Commerce
and its Board of Directors
cordially invite you to attend the
Third Annual
Legislative Forum & Banquet
Thursday, the 15th day of April, 1993
Capitol Hilton Hotel
16th & KStreet NW
Washington, D.C.



First Annual International Conference Gala Banquet

July 17, 1997 • Washington, DC

Opp. No. 91-156321

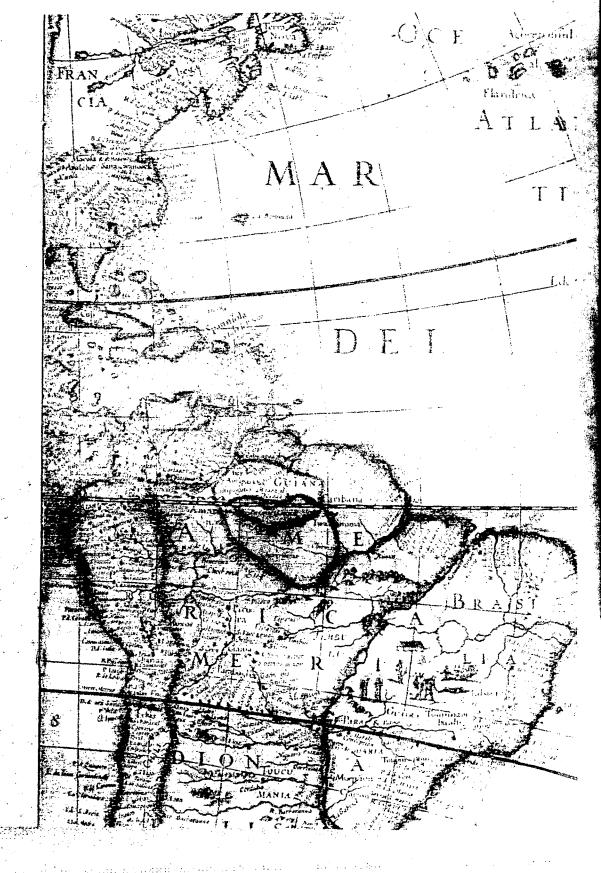
U.S. Chamber of Commerce v.
 United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 31



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he USHCC has worked to provide for its members the necessary tools essential to succeed in global markets. As a result, the USHCC created its First Annual International Conference, which is designed to bring together the public and private sectors from the United States and Latin America. Furthermore, this event creates a forum that highlights current trends in international trade, as well as provides networking and business opportunities.

The USHCC's efforts in the international trade arena have included: supporting initiatives such as NAFTA, GATT and FTAA; building alliances with the Chambers of Commerce in the Western Hemisphere through our participation in the Hemispheric Congress, the Annual Trilateral Conference between Mexico, Canada and the United States, as well as our partnership with CONCANACO-SERVYTUR; and conducting and participating in trade missions throughout Latin America.

The USHCC looks forward to continue working with our local Hispanic Chambers of Commerce, corporate partners, and government agencies such as the U.S. Department of Commerce, to continue fostering its business relations throughout Latin America. This annual event promises to establish a framework for our membership to gather vital information for the continued growth and success of their business.

RONALD E. MONTOYA Chairman of the Board

BONDDY A. RODRIGUEZ Vice-Chair of the Board

REGION I

COCO CORONA*
Vallejo, CA

FRANK GUTIERREZ

Yakima, WA

MANUEL A. ROSALES San Francisco, CA

REGION II

MARTIN CANDELARIA*

Albuquerque, NM

JOSE L. CANCHOLA

Tucson, AZ

RONALD E. MONTOYA

Denver, CO

REGION III

JIM RODRIGUEZ, D.D.S*

Dallas, TX

MANNY J. LOPEZ

Kansas City, MO

MASSEY VILLARREAL

Houston, TX

REGION IV

RIC GONZALEZ*

Madison Heights, MI

CARMEN MUÑOZ

Detroit, MI

LUPE HINOJOSA

Toledo, OH

REGION V

DAVID FERNANDEZ, ESQ.*

Washington, DC

BONDDY A. RODRIGUEZ

Plainfield, NJ

HENRY CALDERON

New York, NY

REGION VI

LOUIS SANCHEZ*

Tampa, FL

WILLIAM ALEXANDER

Miami, FL

TOMAS DE LEON

San Juan, PR

*Regional Chair

Dear Participants:

On behalf of the United States Hispanic Chamber of Commerce (USHCC) and its Board of Directors, we would like to express our gratitude to all those that have made possible this First Annual International Conference.

The support and participation we have received from the Hispanic business community, our Latin American counterparts, Corporate America, and the U.S. Government has been extremely valuable to the organization in making this conference a success. We will indeed leave tonight with a sense of accomplishment by establishing a framework for growth in the international trade arena.

We trust that the information you received during the conference will assist you to expand into new markets and explore business opportunities across the Western Hemisphere. Once again, we thank you for your support and we look forward to seeing you next year.

Sincerely,

Ronald E. Montoya

Chairman of the Board

William Alexander

International Conference Chair Pre

José F. Niño

President/ CEO

A Salute prom His Excellency Ernesto Perez Balladares, President of the Republic of Panama



My best wishes to all those who will be gathering in Washington, D.C. for the First Annual International Conference of the United States Hispanic Chamber of Commerce (USHCC).

The energy and drive of the Hispanic community are clearly having an impact on the culture and economy of the United States.

The USHCC's membership and leadership are in a unique position to further Hispanic contributions to life in the United States and in doing so, help to build a more secure and prosperous future for all.

As President of Panama, I urge you to look and act beyond domestic challenges, to look South, so that together we can work to build a more prosperous hemisphere in the first decade of the new millenium.

I wish you a productive and memorable conference.

Ernesto Perez Balladares

President

Republic of Panama

GALA SPONSORS: Laredo National Bank Wal-Mart Stores, Inc.

WELCOME

Lorenzo C. Lopez

USHCC Vice President, International & Business Development

OPENING REMARKS
Jorge Ramos
Univision
Master of Ceremonies

PRESENTATION OF THE NATIONAL COLORS

U.S. Secret Service. Color Guard

NATIONAL ANTHEM OF THE REPUBLIC OF PANAMA UNITED STATES NATIONAL ANTHEM

INVOCATION
Father José Lobatón

DINNER

GUEST SPEAKER
The Honorable Thomas "Mac" McLarty
Counselor to the President & Special Envoy for the Americas
The White House

1997 SANCHEZ TO SANCHEZ TO SMITH AWARD PRESENTATION

KEYNOTE SPEAKER The Honorable Ernesto Pérez Balladares President of the Republic of Panama

CLOSING REMARKS

José F. Niño

President/CEO

GOLD

United States Postal Service

SILVER

Philip Morris Companies Inc .

BRONZE

Anheuser-Busch Companies
AT&T
IBM Corporation
Laredo National Bank
McDonald's Corporation
Prudential Securities Incorporated – International Division
Texaco, Inc.

WELCOMING RECEPTION

Inter-American Development Bank

CONTINENTAL BREAKFAST

General Motors Corporation

LUNCHEON NYNEX

PRE-GALA RECEPTION

GSC Industries, Inc. Anheuser-Busch Companies (Beverage Sponsor)

GALA BANQUET

Laredo National Bank Wal-Mart Stores, Inc.

REGION I

Enrique Morones San Diego, CA

REGION II

Antonio Villa Denvariety Concepts, Inc. Denver, CO

REGION III

Joe F. Aleman JFA & Associates International N. Richland Hills, TX

REGION IV

Facundo Bravo Uni Boring Co., Inc. Howell, MI

REGION V

Carmen M. Ramos Quality Management Resources, Inc. Washington, DC

REGION VI

Fausto Diaz Oliver All American Containers, Inc. Miami, FL

HONORARY AWARDS

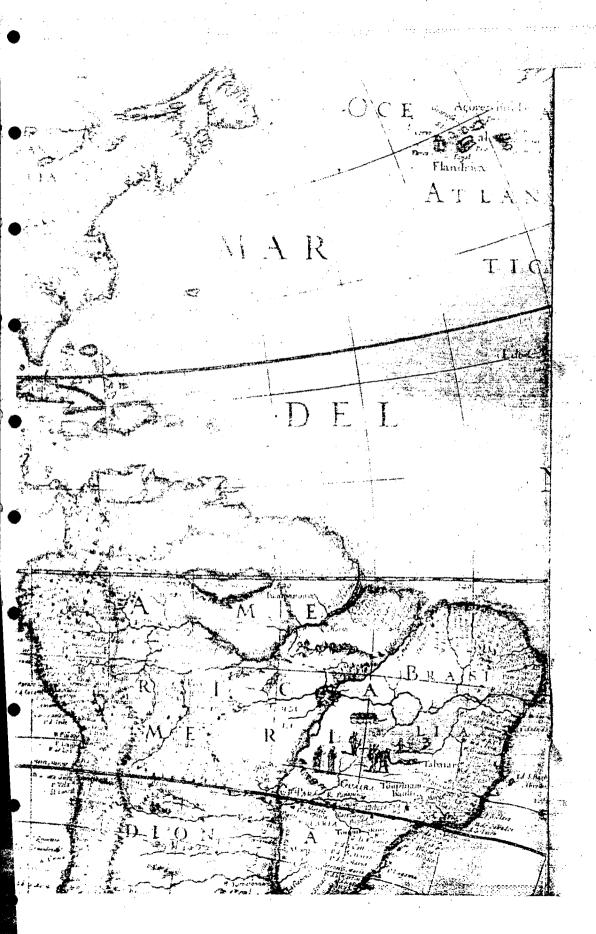
Canaco Ciudad de Mexico Mexico

Lic. Armando Araujo CONCANACO-SERVYTUR Mexico

Emilio Azcárraga Milmo Grupo Televisa

Mexico

he United States Hispanic Chamber of Commerce was founded in 1979 with the mission of promoting the continued growth and development of the Hispanic business community and the nation. The USHCC is the central link of a nationwide network of Hispanic Chambers of Commerce, business associations and firms, working to expand business opportunities; to serve as an active and visible advocate in Hispanic business arena; and to actively promote trade between the Hispanic American business community and our Latin American counterparts.



United States Hispanic Chamber of Commerce 1030 15th Street, NW, Suite 206 Washington, DC 20005 Telephone (202) 842-1212 Fax (202) 842-3221 E-mail ushcc@aol.com www.ushcc.com



ALBERTA

DEPUTY PREMIER MINISTER OF ECONOMIC DEVELOPMENT AND TOURISM

MLA Barrhead-Westlock

Minister Responsible for Technology, Research and Telecommunications International Trade Offices Lotteries

August 23, 1994

Mr. Jose Niño
President and Chief Executive Officer
United States Hispanic Chamber of Commerce
Suite 206, 1030 - 15 Street NW
Washington, DC
U.S.A. 20005

Dear Mr. Niño:

It was a pleasure to meet you at the Third Trilateral Conference in Banff, Alberta and I am pleased you chose Alberta as the venue for this prestigious meeting. It is my hope that you found this event to be beneficial in realizing your goals within the North American Free Trade Agreement (NAFTA)/Tratado de Libre Comercio (TLC) framework.

The Government of Alberta believes that the Chambers of Commerce throughout North America will play an integral role in the success of the NAFTA/TLC. We look forward to participating with you in future initiatives and wish you every success.

Please accept my personal best wishes.

Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 37

Yours sincerely,

Doubbursh -

Ken Kowalski Deputy Premier Minister



408 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3162, Fax 403/422-6338 5040 - 49A Street, Barrhead, Alberta, Canada T0G 0E0 403/674-3225, Fax 403/674-6183

Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 33

ARTICLES OF INCORPORATION

UNITED STATES HISPANIC CHAMBER OF COMMERCE FOUNDATION, INC.

Department of Consumer and Regulatory Affairs TO: Business Regulations Administration

Corporations Division 614 H Street, N.W. Washington, D.C. 20001

We, the undersigned natural persons of the age of twenty-one (21) years or more, acting as incorporators of a corporation under the NON PROFIT CORPORATION ACT (D.C. Code, 1981 Edition, Title 29, Chapter 5), adopt the following Articles of Incorporation:

The name of the corporation is UNITED STATES HISPANIC FIRST:

CHAMBER OF COMMERCE FOUNDATION, INC.

SECOND: The period of duration is PERPETUAL.

THIRD: The purposes for which this corporation is organized are:

To advance the cause of minority economic and business development. In particular, as it refers to promoting the early leadership development of youth, individuals and families, and the promotion of self-reliance and entrepreneurship.

To exercise, possess, and enjoy all rights and powers which now or at any time hereafter may be granted to or exercised by a corporation organized under the Non Profit Corporation Act of Washington D.C. and Section 501(c)(3) of the Internal Revenue Code.

FOURTH: The corporation shall have no members.

FIFTH: The directors shall be elected or appointed, as provided in the corporation by-laws.

SIXTH: .The foundation shall, as a non-profit entity, adhere to its not-for-profit and tax exempt status designation under Internal Revenue Code Sections 501(c)(3) and 509(a)(3) and also abide by all pertinent and applicable laws at the local, state and federal levels. corporation is one which does not contemplate pecuniary gain or profit and it is organized solely for non-profit purposes. On the winding up and dissolution of the corporation, after paying or adequately providing for the

debts and obligations of the corporation, the remaining assets shall be distributed to a non-profit fund, foundation, or corporation, which is organized and operated exclusively for charitable, educational, religious and/or scientific purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code.

SEVENTH: The address of the initial registered office is: 1230 23rd Street, N.W.

Apt. 602, Washington, D.C. 20009

The name of the initial registered agent at that address

EIGHTH:

The number of directors constituting the initial board of directors is three (3) and the names and addresses, including street and number and zip code, of the persons who are to serve as the initial directors until the first annual meeting or until their successors be elected and qualified are:

Jose F. Nino

19610 Brassie Place

Gaithersburg, Maryland 20879

Jose Canchola

P.O. Box 12989 Tucson, AZ 85732

Elliott Rivera

HC-71 Box 4024 Naranjito, PR 91770

NINTH:

The names and address, including street number and zip code of each incorporator are:

Jose F. Nino

19610 Brassie Place

Gaithersburg, Maryland 20879

Jorge Franchi

15th Street, N.W.

Suite 206

Washington, D.C. 20005

Adela Contreras

1230 23rd Street, N.W.

Apartment 602

Washington, D.C. 20007

Jose F. Nino

Jose F. Nino

Jose Franchi

Aula Contreras

Adela Contreras

I, MIRCHRET VINCENT, a Notary Public, hereby certify that on the 3/3 day of MIRICH, 1993, Jose Nino, Jorge Franchi and Adela Contreras appeared before me and signed the foregoing document as incorporators, and have averred that the statements therein contained are true.

Notary Public

My Commission Expires:

My Commission Expires August 31, 1997.

Opp. No. 91-156321

U.S. Chamber of Commerce v. United States Hispanic Chamber of Commerce Foundation

Applicant United States Chamber of Commerce Foundation

Exhibit Number 34

BY-LAWS

OF

UNITED STATES HISPANIC CHAMBER OF COMMERCE FOUNDATION, INC.

A Washington D.C. Non Profit Corporation

ARTICLE I

<u>Offices</u>

The principal office of the corporation in Washington D.C. shall be located at 15th Street N.W., Suite 206, Washington, D.C. 20005. The corporation may have such other offices, either within or without Washington D.C., as the activities of the corporation may require from time to time.

The registered office of the corporation required by the Non Profit Corporation Act to be maintained in Washington D.C. may be, but need not be, identical with the principal office in Washington D.C., and the address of the registered office may be changed from time to time by the Board of Directors.

ARTICLE II

Members

The Corporation shall have no members.

ARTICLE III

Directors

<u>Section 1</u>. <u>General Powers</u>: The affairs of the corporation shall be managed by its Board of Directors.

Section 2. Number: The number of directors of the corporation shall be three (3) provided, however, that the number of directors may at any time and from time to time be increased to any number not more than fifteen (15) and decreased to any number not less than three (3), by the adoption of a resolution to such effect by an affirmative vote of a majority of the directors in office.

Section 3. Election and Term of Office: The directors of the corporation shall be elected by the Board of Directors of the United States Hispanic Chamber of Commerce, a New Mexico

05326\D49512.8



Corporation. At least one director shall be elected every two years.

Section 4. Annual and Regular Meetings: The annual meeting of the Board of Directors shall be held on the third Thursday following the close of the fiscal year of the corporation, which meeting shall be held for the purpose of electing directors and for the transaction of such other business as may come before the meeting. If the day fixed for the annual meeting shall be a legal holiday, such meeting shall be held on the next succeeding business day. If the election of directors shall not be held on the day designated herein for any annual meeting, or at any adjournment thereof, the Board of Directors shall cause the election to be held at a special meeting as soon thereafter as conveniently may be. The Board of Directors may provide, by resolution, the time and place, either within or without Washington D.C. for the holding of regular meetings, other than the annual meeting, without notice other than such resolution.

Section 5. Special Meetings: Special meetings of the Board of Directors may be called by the Chairman, or by a majority of the directors. The person or persons authorized to call special meetings of the Board of Directors may fix any place in the United States, either within or without Washington D.C., as the place for holding any special meeting of the Board of Directors called by them.

Section 6. Notice: Notice of any special meeting shall be given at least ten (10) days previous thereto by written notice delivered personally or mailed to each director at his or her business address, or by telegram; provided, however, that if the designated meeting place is without Washington D.C., an additional five (5) days notice shall be given. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. If notice be given by telegram, such notice shall be deemed to be delivered when the telegram is delivered to the telegraph company. Any director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Either the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice of waiver of notice of such meeting.

Section 7. Quorum and Voting: A majority of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors; provided that if less than a majority of the directors are present at said meeting, a majority of the directors present may adjourn the meeting from time to time without further notice. Each director present shall be

entitled to one vote upon each matter submitted to a vote at any such meeting.

Section 8. Manner of Acting: The act of the majority of the directors present at a meeting of the directors at which a quorum is present shall be the act of the Board of Directors.

Section 9. Removal; Vacancies: A director may be removed, with or without cause, upon the affirmative vote of the majority of the remaining directors. In the event of the removal of a director, or in the event of the death or resignation of a director, a majority of the Board of Directors of the United States Hispanic Chamber of Commerce may fill such vacancy or vacancies. A director elected to fill a vacancy shall serve as such until the next annual meeting of the Board of Directors.

Section 10. Compensation: Directors as such shall not receive any stated compensation for their services, but by resolution of the Board of Directors may be reimbursed for their expenses of attendance at the meetings of the board; provided, that nothing herein contained shall be construed to preclude any director from serving the corporation in any other capacity and receiving reasonable compensation for personal services actually rendered.

Section 11. <u>Election of Officers</u>: The Chairman of the Board of Directors of the corporation shall initially act as the chief executive officer and the secretary of the corporation until such other officers may be elected to fill positions created by resolution of the Board of Directors.

ARTICLE III

<u>Officers</u>

Section 1. Number: The officers of the corporation shall be determined by resolution of the Board of Directors. Until the Board of Directors elects officers of the corporation, the Chairman of the Board of Directors shall be the chief executive officer and secretary of the corporation and shall in general supervise the affairs of the corporation, subject to the authority of the Board of Directors. Until the Board of Directors elects such officers, the Chairman of the Board shall have all duties and powers reasonably necessary for the operation of the corporation.

Section 2. Election and Term of Office: The officers of the corporation shall be elected by the Board of Directors. New offices may be created and filled at any meeting of the Board of Directors. Each officer shall hold office until a successor shall be duly elected or until his death or until he shall resign or shall have been removed.

Section 3. Removal: Any officer or agent elected or appointed by the Board of Directors may be removed by the board whenever in its judgment the best interest of the corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 4. <u>Vacancies</u>: A vacancy in any office because of death, resignation, removal, or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

Section 5. Compensation: The compensation of the officers, if any, shall be fixed from time to time by the Board of Directors and no officers shall be prevented from receiving such compensation by reason of the fact that he is also a director of the corporation; provided, however, that such compensation shall include only reasonable compensation for personal services actually rendered.

ARTICLE IV

Contracts, Loans, Checks, Deposits, Custodians

Section 1. Contracts: A Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

Section 2. Loans: No loans shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

Section 3. Checks, drafts, Etc.: All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the corporation shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors therein.

<u>Section 4. Deposits</u>: All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the Board of Directors may select.

Section 5. Custodians: The Board of Directors may from time to time designate a bank, trust company, or other depository as custodian of all funds and properties of the corporation, which custodian shall maintain a record of all receipts, expenditures, income and expenses of the corporation and/or perform such ministerial duties as the Board of Directors by written direction

may instruct, the custodian to receive such fees for its services as may from time to time be agreed upon by the Board of Directors and the custodian.

ARTICLE V

Waiver of Notice

Whenever any notice whatever is required to be given under the provisions of these By-laws or other provisions of the Articles of Incorporation or under the provisions of the Non Profit Corporation Act, waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE VI

<u>Seal</u>

The Board of Directors shall provide a corporate seal which shall be in the form of a circle and shall have inscribed thereon, the name of the Corporation and the words, "Corporate Seal, Washington, D.C."

ARTICLE VII

Indemnification of Officers and Directors Against Liabilities and Expenses in Action

Each director or officer, or former director, officer, or designated agent of this corporation, and his representatives, shall be indemnified by this corporation against liabilities, expenses, counsel fees and costs reasonably incurred by him or his estate in connection with or arising out of any action, suit, proceeding or claim in which he is made a party by reason of his being, or having been, such director or officer; and any person who, at the request of this corporation, served as director or officer of another corporation in which this corporation owned corporate stocks, and his legal representatives, shall in like manner be indemnified by the corporation so requesting him to serve; provided that in neither case shall the corporation indemnify such director or officer with respect to any matters as to which he shall be finally adjudged in any action, suit or proceeding to have been liable for negligence or misconduct in the performance of his duties as such director or officer. The indemnification herein provided for, however, shall apply also in respect of any amount paid in compromise of any such action, suit, proceeding or claim asserted against such director or officer

(including expenses, counsel fees and costs reasonably incurred in connection therewith), provided the Board of Directors of this corporation shall have first approved such proposed compromise settlement and determined that the director or officer involved was not guilty of negligence or misconduct; but in taking such action any director involved shall not be qualified to vote thereon, and if for this reason a quorum of the Board of Directors cannot be obtained to vote on such matter, it shall be determined by a committee of three persons appointed by the Board of Directors at a duly called special meeting or at a regular meeting. determining whether or not a director or officer was guilty of negligence or misconduct in relation to any such matters, the Board or committees appointed by the Board of Directors, as the case may be, may rely conclusively upon an opinion of independent legal counsel selected by the Board or committee. Any compromise settlement authorized herein shall not be effective until submitted and approved by a court of competent jurisdiction. The right to indemnification herein provided shall not be exclusive of any other rights to which such director or officer may be lawfully entitled.

ARTICLE VIII

<u>Disbursements for Eleemosynary Purposes</u>

All income and properties of the corporation shall be devoted exclusively to religious, charitable, scientific, literary, or educational purposes as provided in the Articles of Incorporation. The Board of Directors may adopt such policies, regulations and procedures governing the management and/or disbursement of funds for such eleemosynary purposes as in its opinion are reasonably calculated to carry out such purposes as set forth in the Articles of Incorporation; provided, however, that until such time as the Internal Revenue Service has by appropriate action recognized this corporation as one organized and operated exclusively religious, charitable, scientific, literary, or educational. purposes, the expenditures of this corporation for the eleemosynary purposes aforesaid shall be made only to such religious, charitable, scientific, literary, or educational corporations, trusts, community chest, funds or foundations as are exempt under Section 501(c)(3), Internal Revenue Code of 1986, or applicable provisions of the prior revenue acts, or to such states, territories, possessions or political subdivisions thereof, or such other organizations, contributions to which are deductible under the provisions of Section 170 of this said Internal Revenue Code, or applicable subsequent legislation.

ARTICLE IX

Prohibited Transactions

No provisions of the Articles of Incorporation or these bylaws shall in any way be construed as permitting the corporation, whether through its Board of Directors, its officers, agents, or other party acting in its behalf, to:

- (1) lend any part of its income or corpus to its officers or directors;
- (2) lend any part of its income or corpus without the receipt of adequate security and a reasonable rate of interest;
- (3) pay any compensation, in excess of a reasonable allowance for salaries or other compensation for personal service actually rendered;
- (4) make any part of its services available on a preferential basis;
- (5) make any substantial purchase of securities or any other property, for more than adequate consideration in money or money's worth;
- (6) sell any substantial part of its securities or other property for less than adequate consideration in money or money's worth, to; or
- (7) engage in any other transaction which results in a substantial diversion of its income or corpus, to the incorporators; a person who has made a substantial contribution to the corporation; a member of the family (as defined in Section 267(c)(4) of Internal Revenue Code of 1954) of an individual who is an incorporator or who has made a substantial contribution to the corporation; or a corporation controlled by such incorporator or person through the ownership, directly or indirectly, of 50% or more of the total combined voting power of all classes of stock entitled to vote or 50% or more of the total value of shares of all classes of stock of such corporation.

ARTICLE X

Endowment Fund

In addition to other activities engaged in by the corporation in furtherance of the purposes of the corporation as set forth in the Articles of Incorporation and subject to the limitations contained in the Articles above, the corporation shall be allowed to establish an endowment fund (the "Fund") to promote the social welfare of the minority community and the community at large by (i) providing scholarships for the primary and advanced business studies of promising minority students, (ii) encouraging minority cultural and business development and (iii) providing financial assistance to minority businesses which are not able to obtain funds from conventional commercial sources. Said financial assistance may be in the form of low cost or long term loans or the purchase of equity interests in such minority businesses. the financial assistance takes the form of acquiring an equity interest, the corporation shall dispose of such interest as soon as the success of the business is reasonably assured.

ARTICLE X

Amendments

These By-laws may be altered, amended or repealed and new Bylaws may be adopted at any meeting of the Board of Directors called for that purpose by the affirmative vote of a majority of the Board of Directors.

the	Adopted	day	the of	first meeting of the Board of Directors hel	d on
				J.F. Car	
•				Telett.	
				The Minne	 >

Cancellation No. **92-045,876**

EXHIBIT 3

MEMOULATED MOTION FOR LEAVE TO USE TRIAL TESTIMONY FROM SPROGEDING

dated July 3, 2008 (Cancellation No. 92-045,876)

1	CURTIS CARLSON
2	APPEARANCES:
3	
4	KENYON & KENYON LLP
5	Attorneys for Opposer U.S. CHAMBER OF COMMERCE
6	1500 K Street, NW
7	Washington, DC 20005
8	BY: WILLIAM MERONE, ESQ.
9	
10	
11	MANATT, PHELPS & PHILLIPS, LLP
12	Attorneys for Applicant UNITED STATES
13	HISPANIC CHAMBER OF COMMERCE FOUNDATION
14	11355 West Olympic Boulevard
15	Ninth Floor
16	Los Angeles, California 90064-1614
17	BY: JESSICA J. SLUSSER, ESQ.
18	
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25	

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		Swedish-American Chambers		
19		of Commerce of the U.S.A.,		
		Inc. 2007/2008		
20		, in the second		
	EXHIBIT 6	Brochure for Swedish-	51	90
21		American Chambers of		
		Commerce of the United		
22		States of America, Inc.		
23	EXHIBIT 7	Brochure for Swedish-	52	90
		American Chambers of		
24		Commerce of the United		
		States of America, Inc.		
25				
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				Page 5
1		CURTIS CARLSON		
2		EXHIBITS		
3	APPLICANT'S			
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4		MAR	KED	ADMITTED
5	EXHIBIT 8	Brochure for Swedish-	54	90
		American Chambers of		
6		Commerce of the United		
		States of America, Inc.		
7				:
	EXHIBIT 9	Currents Winter 2007-2008	57	90
8		non-Bates stamped		
9	EXHIBIT 10	Currents Winter 2007-2008	60	90
1		Bates stamped		
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1,,	EXHIBIT 11	Currents Spring 2007	61	90
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12	EXHIBIT 12	Currents Fall 2007	63	90
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13	EXHIBIT 13	HighBeam Research 3/13/2003	65	90
	EXHIBIT 14	HighBeam Research 1/31/2005	66	90
14	CVUIDII 14	Highbeam Research 1/31/2005	00	90
	EXHIBIT 15	HighBeam Research 10/18/2004	68	90
15	BAIIIBII IO	mighbeam Research 10, 10, 2004	00	50
	EXHIBIT 16	"News & Events" document	70	90
16		none a myones accument	. 0	30
	EXHIBIT 17	Article dated 11/27/07	71	90
17				
	EXHIBIT 18	Brochure for Swedish-	72	90
18		American Entrepreneurial		
		Days San Diego April 7-9		
19				
	EXHIBIT 19	Miscellaneous website	73	90
20		pages		
21	EXHIBIT 20	Cover letter 2/13/08 re	77	90
		Subpoena from Erik Kane with		
22		attached documents produced		
		by witness at deposition		
23				
24 25				
25				

Okay. And just for clarification, during the

25

Q

- CURTIS CARLSON
- deposition do you mind if we refer to it as the Swedish
- 3 chamber?

1

- A No. But I got a better abbreviation. We call
- 5 it SACC-USA.
- O SACC-USA. S-A-C?
- A SAAC-USA -- no, I'm sorry, SACC-USA. I
- 8 apologize.
- 9 Q SACC? Still called "SACC"?
- ¹⁰ A Yes.
- 11 Q How long have you held your position with the
- 12 Swedish chamber?
- A I have been a member of the Board of Directors
- since I think August of 1999, and if it wasn't August of
- 1999, it was August of 2000, but I think it was 1999.
- 16 Q That's the Board of Directors. And then
- you're the special director of legal affairs the same
- amount of time?
- A No. That has been since approximately 2003 or
- 2004. The annual meetings are held in August in
- 21 Stockholm or some other city in Sweden. The anniversary
- would always be in August of some particular year.
- Q What are your responsibilities as the -- on
- the Board of Directors Executive Committee?
- A The actual Board of Directors is approximately

- CURTIS CARLSON
- 30 members, and so in order to conduct more efficient
- business, they have -- we have created an Executive
- 4 Committee of the Board of Directors, which is a smaller
- 5 group of only nine people.
- And so the full Board only meets four times a
- year. The Executive Committee meets once a month, and
- we make decisions on behalf of the full Board. We have
- authority, pursuant to the By-Laws, to make decisions on
- behalf of the full Board.
- And for lack of a better description, we
- basically do the day-to-day things that are necessary.
- Q And what is your responsibilities as the
- special director of legal affairs?
- A It would be equivalent to general counsel of a
- corporation.
- Q Are you also, I'm assuming, a member of SACC?
- A I am a member of SACC-Florida, which entitles
- me to be a member of SACC-USA.
- Q How long have you been a member of
- 21 SACC-Florida?
- A Since approximately sometime in 1997 or '98.
- Q Have you ever held any other positions at the
- 24 Swedish chamber?
- A I was -- the answer as to SACC-USA, no. As to

- ² SACC-Florida I was chairman of SACC-Florida for probably
- 3 three years.
- Q Do you remember what years?
- A Again, approximately 2002 to maybe 2005, in
- 6 that area.
- Q What were your responsibilities as the
- 8 chairman of SACC-Florida?
- A To be the chief executive officer and to run
- the organization and to make sure that it was able to
- fulfill its objectives and goals and mission.
- Q Did you act as a liaison between SACC-Florida
- ¹³ and SACC-USA?
- A As chairman of SACC-Florida you are a member
- of the Board of Directors of SACC-USA. So there are 19
- regional chambers, each of which has a chairperson, each
- of which is then automatically elected to the Board of
- Directors of SACC-USA.
- 19 SACC-USA also has corporate members, and among
- the corporate members people -- there are people that
- are elected to the Board of Directors. I think there
- are 15 corporate members on the Board of Directors. So
- there's even more than 30, approximately 34 members of
- the Board of Directors.
- I'm filling in the information I know you're

- ² going to want.
- MR. MERONE: Feel free. This is a trial
- 4 deposition.
- 5 BY MS. SLUSSER:
- 6 Q When was the Swedish chamber established?
- 7 A Okay. That's is a difficult question, and let
- me answer it this way. In 1906 an organization in the
- 9 State of New York was formed by the name of
- Swedish-American Chamber of Commerce, Inc.
- Over the years other chamber -- other
- organizations were formed that had the phrase "Chamber
- of Commerce," and the name "Swedish" in them around the
- country.
- By 1987 it was decided that this -- we need an
- umbrella organization for all of these regional
- chambers. In approximately 1987 on unincorporated
- association was created that was given the name
- Swedish-American Chambers of Commerce.
- In November of 1995 Articles of Incorporation
- were filed in the State of Delaware for an organization
- by the name of Swedish-American Chambers of Commerce of
- the United States of America, Inc. And that is the full
- name of the organization.
- Q Okay. In 1906 you testified that the Swedish

- CURTIS CARLSON
- American-Chamber of Commerce, Inc. started in New York;
- is that correct?

- 4 A That's correct.
- 5 Q Where were the other regional chambers that
- 6 you described between 1906 and 1987?
- A New York, San Francisco -- I have some notes
- if I can look them to refresh my memory.
- No, that wouldn't help.
- Would that be okay?
- O Sure.
- A Let me qualify this and let you know it's an
- attorney/client communication I'm going to be looking
- at. If you ask me to see it, I am not going to let you
- see it, but I need it in order to refresh my
- 16 recollection.
- MR. MERONE: I am not going to ask you.
- THE WITNESS: And your question was what other
- chambers? And the answer is Atlanta, Chicago, Detroit,
- Houston, New York, and San Francisco were the original
- 21 members of the unincorporated association that was
- ²² created in 1987.
- In 1989, for your information, Washington and
- L.A. became members.
- 25 ///

- BY MS. SLUSSER:
- Q Is the Swedish-American Chambers of Commerce
- of the United States of America, Inc. still in business
- 5 today?
- ⁶ A Yes.
- Q What is the objective or the mission of
- 8 SACC-USA?
- ⁹ A To promote trade and commerce and investments
- between the two nations, being the United States of
- 11 America and the Kingdom of Sweden.
- Q Does the Swedish chamber currently offer any
- products?
- A I don't think we offer products. We offer
- services.
- Q What services do you offer?
- A Um, a number of services. Number one -- I
- guess it could be a product. We create a directory on
- an annual basis of all of our members, and we do have
- 20 advertising in the directory. On a periodic basis
- basically six times a year we publish a magazine called
- ²² Currents.
- On a service level we hold an event every year
- in Sweden that we call Entrepreneurial Days, and the
- objective of this event -- usually it's a three-day

- event where we have speakers and presenters, and we also
- have exhibitors, and we have something called
- 4 matchmaking, which I'll describe in a moment.
- But this is held over a three-day period of
- time every year, and the matchmaking is a -- I'll
- describe it this way: If you own a hair-care product
- 8 company in America and you want to distribute your
- 9 products in Europe, you let us know that you need to
- have a hair-care distributor in Northern Europe, the
- Scandinavian countries or wherever, and we will set up
- meetings with hair-care distributors for you to meet
- with during the three days of the Entrepreneurial Days.
- By way of example, at the last Entrepreneurial
- Days we had over 430 matchmaking meetings that were
- held. The speeches and presenters are usually on --
- when we do it in Sweden, it's usually on how your
- Swedish company does business in America, and we have
- lawyers and we have accountants, and we have trade
- people speak. And we also hold those Entrepreneurial
- Days in America, usually on a biannual basis. Because
- it's such a big event, you can't do it every year in
- 23 America, so we do it on a biannual basis.
- Q Where are those events held in America?
- A In different cities. In 2005 it was held at

- the United States Chamber of Commerce in Washington, DC.
- In 2008 it's going to be held in San Diego in
- ⁴ April. So one year we had it in Austin, Texas. One
- year we had it Miami, Florida. So it's held in
- 6 different cities where we have a chamber.
- Q Okay. How many members does SACC-USA have?
- A Over 2500. We are the second largest
- 9 bilateral Chamber of Commerce in the United States.
- Q What has the membership for SACC-USA been --
- 11 I'm going to ask you for each year, for the last say
- five years, starting with 2002.
- A I don't know the answer, but it has been
- fairly static, in the 2500 range all those years.
- ¹⁵ Q From 2002 to 2005 -- I'm sorry, 2008?
- A Yeah, last six years it has been fairly
- 17 static.

- Q Regarding the fact USA's members, what kind of
- entities are they?
- A Individuals and corporations. And the
- corporations are both U.S.-based corporations,
- U.S.-based entities of Swedish corporations and
- 23 Swedish-based corporations.
- So U.S. based -- you know, headquarters of --
- U.S. based, U.S. headquarters of Swedish-based, and

- finally Swedish-based corporations.
- And I'll give you an example, a drug company
- 4 called Astra-Zeneca, headquartered in Sweden, but has
- operations here in the United States. So its U.S.
- entity is a member of I don't know what chamber, but one
- of the chambers. And the other organization is a member
- 8 as well.
- And Volvo is the same, Saab is the same, and
- 10 so on.
- Q What kind of business are your members in?
- A It is the full gamut of businesses. It is
- mainly the auto manufacturing, liquor. M & H is a
- member. Hana Andersson -- I don't know if you have
- children. If you do, you may know of Hana Andersson
- 16 Clothing.
- Then there are companies that are the drug
- companies, the papermill companies. There's a couple of
- engineering companies. There's a company that
- manufacturers power -- electro-power equipment called
- Vatenfals, which is spelled V-a-t-e-n-f-a-l-s. And IKEA
- is a member.
- Q So a range?
- A Yes, everything.
- Q You said M & H earlier. Did you mean H & M,

the clothing company?

- A Yes, I did mean that. You're right.
- Q Just making sure.
- 5 The next question I was going to ask is their
- 6 size. Is it fair to say the size of the members range
- from small to very large?
- A I would say the size ranges from huge to very
- 9 small. I mean --
- Q Let's take a break for a second. Sorry.
- 11 (There was an interruption off the record.)
- 12 BY MS. SLUSSER:
- Q We were discussing the size of the members.
- A Yes, they range from huge, you know -- I
- forgot to mention Ericsson, the phone company -- to
- small, small entities like my law firm.
- Q Are individuals also members?
- A Yes, they are.
- Q And where are your members located?
- A Throughout the United States and Sweden.
- Q How does the Swedish chamber serve U.S.
- 22 businesses?
- A It's bilateral -- intended to be a bilateral
- promotion of trade and commerce. And so if -- when we
- have the Entrepreneurial Days here in the United States,

- we're trying to get U.S. corporations to attend, so that
- they understand that they can do business in Sweden.
- And the idea, which is -- marketing experts
- have concluded is that if you want to introduce your
- 6 products to Europe the best place to start is Northern
- ⁷ Europe in the Scandinavian countries. And if you can
- 8 establish yourself up there, it's very easy to go south
- ⁹ and take over the rest of Europe.
- So that's the pitch we make, and that's what
- we try to do. I mentioned a hair-care company. That's
- one example. There was a hair-care company here in
- America -- in fact, they originated from California, and
- they were called "Image," and we introduced their
- products into Sweden.
- Q Okay. You testified a minute ago how in 1906
- the Swedish-American Chamber of Commerce, Inc. started.
- ¹⁸ A Yes.
- 19 Q You testified how throughout the years, in
- 1987, started the Swedish-American Chambers of Commerce
- USA. I guess what I'm getting at is: Have you told us
- all the ways in which the SACC-USA's name has changed
- since the inception in 1906 to the present?
- A Yes.
- I just want to clarify information, though,

- that while it was an unincorporated entity, it was just
- called "Swedish-American Chambers of Commerce of the
- 4 United States."
- When it came became a corporate entity in
- November of 1995 and filed its Articles of Incorporation
- with the State of Delaware, it became known as
- 8 "Swedish-American Chambers of Commerce of the United
- 9 States of America, Inc."
- Q Have SACC-USA's products -- and when I say
- "products" I mean --
- A Services?
- Q Well, also you testified to a directory in a
- magazine, which I guess I would call products and
- services. Have they changed in any way since 1906?
- A Yes.
- Q What did the original Swedish chamber do in
- 18 1906, as far as you know?
- 19 A I don't know.
- Q Can you explain just a little bit how the
- Swedish chambers services have changed since you're
- 22 aware.
- A I began to be involved in 1997 or '8, in that
- area. I can only address that, and what I know from
- historical documents, but originally, it wasn't as

- sophisticated as it is today. And it was more of we
- would hold a meeting every year in Sweden, and then they
- 4 decided: Since we're holding a meeting, let's have some
- 5 presenters, and that just starts to grow. So it was
- just an evolution.
- But the concept of a directory has existed for
- ⁸ a very long time. I can say probably from the very
- 9 initial beginning.
- Q Are you aware whether the Swedish chamber has
- obtained or applied to obtain state or federal trademark
- registration for its name or logo?
- A The entity in New York has filed and obtained
- registration for I know it's logo, and maybe for its
- name. I am not sure about the name, but I know for its
- 16 logo.
- Q Does SACC-USA use a logo?
- ¹⁸ A Yes.
- Q Can you describe what it looks like.
- A Can you give me -- it is -- the three crowns
- 21 at the top are a symbol of the Kingdom of Sweden.
- Beneath that is a shield that is patterned after the
- interstate highway system shields, like I-5 and I-95
- shields. And it is done with -- to have sort of the
- American feel to it, and so you have vertical stripes,

```
CURTIS CARLSON
      akin to the American flag.
 3
                And you have the logo 19 -- the number 1906.
                That, what I have described, is surrounded by
      lines and the words, "These Swedish-American Chambers of
 5
 6
      Commerce, Inc." surround it.
                I want to note, however, that we recently held
 8
      a meeting, and we have changed our logo, and we do not
 9
      use the 1906 anymore.
10
           0
                Okay.
11
           Α
                You have handed me -- yes, that is the new
12
      logo.
13
           0
                That's the new logo?
14
                Uh-huh.
           Α
15
                Let me first --
           0
16
           Α
                Mark it as an exhibit?
17
           0
                Actually, I'm looking for something else real
18
     quick.
              If you can give me a second.
19
                So the new logo that you just mentioned --
20
           Α
                Yes, yes.
21
                -- is on what we will call -- I am not going
22
     to write on this -- SAAC 1.
23
                SACC.
24
```

I'm sorry, SACC.

0

///

```
1
                           CURTIS CARLSON
                (Exhibit SACC 1 was marked for
 3
                identification by the Reporter.)
           THE WITNESS: And this new logo was adopted at a
 5
     meeting in approximately April of 2007, approximately.
 6
     And it was intended to be more stylized and more
     contemporary.
 8
     BY MS. SLUSSER:
 9
                Did SACC-USA stop using the original logo that
10
     you described earlier?
11
          Α
                Yes.
12
                When did it stop? Do you know?
13
                It began -- it's typical you phase in -- you
14
     know, use up your existing stock. But the phase-in
15
     began in approximately the spring of 2008 -- of '7, I'm
16
     sorry.
17
                A minute ago you described -- actually, let's
18
     take a break for a second. I have to find this
19
     trademark regulation.
20
                (A discussion was held off the record.)
21
                         Let's go back on the record.
          MS. SLUSSER:
22
                Before we get any farther I would like to put
23
     as SACC Exhibit 2 -- would it help if I wrote the
24
     exhibit numbers on here for you? I'm going to do that.
25
     ///
```

```
1
                            CURTIS CARLSON
                 (Exhibit SACC 2 was marked for
                identification by the Reporter.)
      BY MS. SLUSSER:
                This is a Subpoena that my office sent out.
      Did you receive this?
           Α
                Yes, and I accepted service of this.
                Are you here testifying in response to the
           Q
      Subpoena?
10
           Α
                Yes, I am.
11
           MS. SLUSSER: We were talking a minute ago about
12
     the trademark registration, and I'm going to mark this
13
     as SACC 3, ask the court reporter to do so.
14
                (Exhibit SACC 3 was marked for
15
                identification by the Reporter.)
16
     BY MS. SLUSSER:
17
                Is that the registration of the former logo
          0
18
     that you were talking about?
19
          Α
                Yes.
20
                And you testified that you're phasing out use
21
     of that logo?
22
          Α
                      Well, I just want you to understand.
                Yes.
23
     This one was done by the New York organization, and it
24
     has got the words "New York." We never used "New York."
25
     We used this logo except for the words "New York."
```

- had "United States."
- ³ Q So this registration was owned by the
- 4 organization that started the original Swedish Chamber
- of Commerce in New York?
- A Correct. We have a perpetual license to use
- ⁷ it.
- Q Okay. Are there any other trademark
- 9 registrations or applications that you're aware of?
- A I believe that the New York organization
- recently filed a new application. I don't know the
- 12 status of it.
- 13 Q The new application that the New York
- organization filed, is it a federal application?
- ¹⁵ A Yes.
- Q Do you know the Mark that they applied to
- 17 register?
- A I believe they have changed their logo as well
- to make it more contemporary and stylized. I think they
- filed an application for their new logo.
- Q The "new logo" being what is reflected in SACC
- 22 Exhibit 1?
- A No, New York has changed their logo -- they
- have slightly changed the color and things like that.
- They have kept in the "1906" in their logo. When they

- 1 CURTIS CARLSON
- changed their logo, I believe they filed a new
- application to reflect the changes they recently made.
- 4 Probably in 2007 was probably when they filed it.
- 5 Q Okay. What are the --
- A And we're not going to use their new logo.
- We're going to use our logo that is reflected in
- 8 SACC- 1.
- 9 Q Just for clarification when you say "we"
- you're talking about SACC, Inc.?
- ¹¹ A SACC-USA.
- SACC-USA is not going to use the new logo
- developed by New York. SACC-USA is going to use the new
- logo that it has developed, which is reflected in
- SACC -- Exhibit SACC 1.
- Q Does SACC-USA intend to file a federal
- trademark application?
- ¹⁸ A No.
- Q Does the Swedish chamber have a website?
- A Yes.
- Q What is the URL?
- A I believe it is "SACC-USA.org."
- Q SACC.USA --
- A -USA.org.
- MS. SLUSSER: I'd like to mark this as SACC 4.

CURTIS CARLSON THE WITNESS: This appears to be printouts of our website. (Exhibit SACC 4 was marked for identification by the Reporter.) THE WITNESS: I forgot one very important service that we provide. Seeing this printout, I saw one very important service that I forgot.

It's known as the J1 Visa Program. We have always had students from Sweden who wished to have training in the United States come over as trainees, and in the past we were able to get them Diplomatic Visas.

After 9/11 we were notified we would no longer be able to issue Diplomatic Visas, and we were going to have to find other means for these students to come over here.

And so we applied to the Department of State to become a sponsor for J1 Visas, and we were approved, and now we are authorized to issue J1 Visas.

What a J1 Visa is is somebody comes over, and they have to work, and they have to be paid. They cannot be a nonpaid employee. They have to work and have to be paid, and it is limited to, I think, 18 months of service.

It's a very valuable service that we offer

1 CURTIS CARLSON because we can go to corporations who need Swedish-speaking personnel and say, you know, say, 3 "Look, we can get Visas for these people to come over 5 You have to pay them, but, you know, they can come over here." 7 It's a very valuable service, and our members 8 are responding favorably to this. Okay. You mentioned a second ago that 10 SACC-USA's website is at "SACC-USA.org"? 11 Α Yes. 12 Exhibit SACC 4, is that a -- is that printouts 0 13 from your website? 14 Α Yes, it is. 15 Have you been on the website recently? 0 16 Α No. 17 Have you ever been on the website? 18 Oh, many times. Α 19 There is lots of new things on here since I 20 last was there. I mean, this is a website we constantly 21 update. 22 But you recognize this document as printouts 23 from the website? 24 Α Yes, I do.

Have you ever worked on the website?

A No.

- 3 Q How does SACC-USA use its website to promote
- 4 its services?
- 5 A Well, all of our services are listed on here
- in one form or another, but on the very first page in
- 7 the right-hand side, there are links to our services.
- 8 Q And I know it's small, but is the logo on the
- 9 front page --
- ¹⁰ A Yes.
- Q -- of SACC 4 the old logo or the new logo?
- A The new.
- MR. MERONE: It's also in the big map there.
- THE WITNESS: Yes, it's in the map here behind the
- United States.
- MS. SLUSSER: Uh-huh.
- Q So does SACC-USA use its logo all over its
- website?
- A We use it all over the website, as well as on
- all of our printed material.
- Q What kind of printed material does SACC-USA
- 22 put out?
- A We put out the magazine known as Currents. We
- put out the directory, and then we also have brochures
- that we distribute, that sort of highlight the services

- we have to offer.
- Q Does SACC-USA use its logo on all of those
- 4 publications?
- A Yes. And I forgot to mention our letterhead
- 6 as well.

- Q As I'm looking at the logo on the front page
- of SACC 4. It's the logo that you described, the new
- 9 logo, next to the words "The Swedish-American Chambers
- of Commerce USA"?
- 11 A Yes.
- Q Do you always use those words in association
- with the logo?
- A Yes.
- Q Do you ever use the words alone?
- A I assume we do. I mean, I believe we do.
- Just the top left of Exhibit 4 you'll see it --
- O Sure.
- A -- without the logo.
- Q We touched briefly on advertisements in the
- form of a magazine and directory and brochures. Can you
- explain briefly how SACC-USA advertises and promotes its
- services under the Mark we discussed earlier?
- MR. MERONE: Objection. Lack of foundation.
- Mischaracterizes earlier testimony by "advertisements."

- 2 BY MS. SLUSSER:
- O How does SACC-USA advertise?
- A SACC-USA advertises through its website, but
- in addition, it will, on occasion, publish
- 6 advertisements in newspapers in Sweden.
- I cannot recall any instance where we have
- 9 published an advertisement in a newspaper in the United
- 9 States -- although the magazine Currents is distributed
- throughout the United States and Sweden.
- 11 Q Is the magazine Currents considered
- 12 advertising?
- MR. MERONE: Objection. Calls for a legal
- 14 conclusion.
- BY MS. SLUSSER:
- Q Do you consider it advertising?
- A I would consider it advertising, yes.
- MR. MERONE: Also object to the extent you're
- seeking opinion testimony. The witness is appearing as
- a representative of the organization. So the witness'
- opinion is to provide testimony on behalf of The
- Swedish-American Chambers of Commerce USA, and he has
- not been subpoenaed to appear as a personal witness.
- We'd object to any personal testimony.
- 25 ///

2 BY MS. SLUSSER:

- Q Going back to advertising, you testified that
- 4 you advertise on your website, in newspapers in Sweden.
- 5 Anywhere else?
- A As the word "advertisement" is known in
- America, no. Now if you were to use the word
- "marketing" I could give you -- we market ourselves a
- 9 lot under that logo and name.
- 10 Q Tell me how SACC-USA markets itself under the
- 11 logo and name.
- 12 A Okay. This is -- the example I am going to
- give you is a very typical example. On the first page
- of Exhibit 4, you'll see something that says "Edays in
- 15 San Diego."
- Down in San Diego -- and by the way, the Edays
- in San Diego is in partnership with SACC-San Diego. But
- down there we will put advertisements in the paper down
- there for this Edays' event. In addition, well go to
- local development agencies and authorities, such as the
- San Diego County Development Authority. We'll go to the
- governor of California, which we have done for this
- event. We will go to other industry organizations, and
- just to narrow this, under the SACC -- under the Edays
- in San Diego, you'll see it says "Programs:

- Defense/Aerospace, Life Sciences, Media & Entertainment,
- Sustainable Energy, Wireless/Telecom, and venture
- 4 Capital."

- Whenever we hold an Edays, we narrow it down
- 6 to certain clusters of businesses that will attract
- businesses that are in the general location of where the
- 8 event is being held.
- And so we got together and we said: What are
- the clusters of businesses that are around San Diego and
- Southern California, where it will induce people that
- 12 are -- to attend. And we narrowed it down to these
- industries that I just listed.
- So we will then go to those companies that are
- in these industries. We will also go to the industry
- organizations within these industries, and we will
- promote our event to them, using the brochures and all
- the stuff we have, and give him the Currents magazine
- and so on.
- We'll also, as I say, go to the governor.
- We'll go to the development agencies and authorities for
- that purpose.
- As part of our programs we also set up trade
- missions where we will have like a Development Authority
- for San Diego County, one for the State of California,

- go to Sweden. And if we were to do it now, we would
- promote these industries that are listed here under the
- 4 Edays in San Diego.
- Now recently we had an Edays in -- well, we
- 6 had the one in Washington DC in 2005. Totally different
- 7 cluster of businesses there. We were trying to get
- 9 people to come from the Washington -- the Mid Atlantic
- 9 and Washington area, but the same marketing effort went
- 10 on.

- 11 Q So Edays in San Diego, is that an example of
- your Edays, I guess -- let me rephrase that question.
- Do you do Edays across the country?
- A Yes. In 2005 in Washington, DC. In 2007 we
- did it in Chicago. And in Chicago the main cluster was
- all around the auto industry, and the machinery
- industry. You know, they make ball bearings and things
- like that in the Chicago area. We were concentrating on
- 19 that cluster of business.
- 20 You mentioned the Edays you held in 2005 in
- Washington, DC.
- A Yes.
- O Where was that held?
- 24 A At the United States Chamber of Commerce
- 25 headquarters. Gorgeous building across from Lafayette

- CURTIS CARLSON
- Park. Magnificent building, I got to tell you.
- 3 Q Did SACC-USA work in conjunction with the U.S.
- 4 chamber for that event?
- A Yes.
- 6 Q Can you describe how.
- 7 A Well, various -- in two ways. First, we
- needed a location, and so we had to sign an agreement
- 9 with the United States Chamber of Commerce for them to
- allow to us use their facility for three days.
- Secondly, because it was in Washington, DC,
- you know, we worked with the U.S. Chamber of Commerce to
- promote the event.
- 14 Q How did you promote the event?
- The same way -- in the same manner as I
- described how we have done it with respect to San Diego.
- ¹⁷ We --
- O Go ahead.
- A We got lists, we got, you know, we had people
- in these industries that we went to and invited them to
- 21 attend, and, you know, people view our Edays as an
- opportunity to present their products and to make
- connections and, you know, it's a place to be, so to
- speak.
- O Were there any publications that went out for

- that Edays in Washington, DC?
- A I don't remember if there were any articles in
- 4 the paper. But afterwards we certainly promoted -- we
- 5 promoted the event in our Currents magazine, both before
- 6 and after.
- Q Any brochures?
- A I know there were brochures that were created
- ⁹ ahead of time to promote the event. There is always
- brochures created specific for the event. And usually
- it's a three-fold or two-fold thing that folds into
- threes.
- Q Was it published in any local magazines or
- newspapers?
- A I don't know.
- Q Do you know of any directories that it would
- be published in?
- A Other than our own I don't know of any that it
- was published in.
- Q Was the U.S. chamber associated with Edays,
- 21 besides being the location?
- MR. MERONE: Objection. Vague.
- THE WITNESS: It is vague, but I'll try to answer
- it this way. They were not a partner in the event. By
- "partner" I mean they did not share in the profits or

- 1 CURTIS CARLSON
- the losses. They -- I believe that we did get
- authorization to send information regarding this event
- 4 to all the members of the United States Chamber of
- 5 Commerce. And the Swedish-American chamber is a member
- of the United States Chamber of Commerce.
- 7 Let me put it differently. SACC-USA is a
- 8 member of the United States Chamber of Commerce.
- 9 Q Was there anything else that the U.S. chamber
- did to help with Edays?
- A I don't think so.
- 0 Were members of the U.S. Chamber of Commerce
- 13 attending Edays?
- MR. MERONE: I'm going to have a continuing
- objection at this point that for the past hour you have
- essentially been taking discovery. This is a trial
- deposition.
- I'd refer you to Schedule A, which is the list
- of trial topics. You're not supposed to be taking this
- as an opportunity to conduct discovery. This has been a
- 21 problem in all of our depositions.
- We're going to have a continuing objection.
- You can keep going. I don't know the witness' schedule,
- but we have gone for an hour --
- MS. SLUSSER: We'll also note for the record your

- 1 CURTIS CARLSON
- Motion to Quash on the grounds that this is discovery
- was denied in the Eastern District of Virginia on
- 4 Friday.
- MR. MERONE: You are incorrect. It was declared to
- 6 be moot because the Swedish-American Chambers of
- 7 Commerce had already turned over the documents, and your
- 8 associate stipulated in court that you were not going to
- 9 seek any additional documents, and, therefore, as we had
- agreed, we would withdraw the motion because that action
- 11 rendered it moot.
- The only court that actually addressed the
- 13 Subpoenas --
- 14 (Speaking simultaneously.)
- MS. SLUSSER: I'll stop you right there --
- MR. MERONE: Excuse me, I will finish because you
- brought up the action by the court. I'm going to
- 18 clarify.
- As I was saying, I have already spoken about
- Virginia. The only court to actually address some of
- the merits, in fact did quash the Subpoena Duces Tecum
- portion.
- MS. SLUSSER: Moving on --
- MR. MERONE: As to the testimony, we have not
- objected to the testimony. You're allowed to offer

CURTIS CARLSON testimony, but it has to be confined to trial testimony and not an attempt to take discovery. So now that you're taking discovery, I'm 5 putting a continuing objection as to that. I would ask 6 you to stick to Schedule A, which is the subject matter for the trial testimony. MS. SLUSSER: Your objection is noted on the record now, and I will continue. 10 MR. MERONE: Thank you. 11 I think also you ought to check with the 12 witness as to his schedule. 13 BY MS. SLUSSER: 14 Moving on --Q What was your last question? 16 0 We were just finishing up about the Edays held 17 at the U.S. Chamber of Commerce in Washington, DC. 18 Α Uh-huh. 19 MS. SLUSSER: Can you read my last question, I'm 20 sorry. 21 (The record was read as follows: 22 Were members of the U.S. 23 Chamber of Commerce attending 24 Edays?")

I don't know.

THE WITNESS:

- 2 BY MS. SLUSSER:
- Thank you. For a clear record, I appreciate
- 4 it.
- 5 A I was there, but I don't know if any members
- of the United States Chamber of Commerce were there.
- However, there would be a way to get the answer. It
- 8 would require us to go back and dig out files that are
- 9 in a warehouse, and we probably have them, you know, the
- names of the people that signed up -- probably have. I
- don't know if we have it for sure.
- 12 O If you could look for that, I'd appreciate
- ¹³ it --
- A Uh-huh.
- MR. MERONE: Excuse me. On the basis for looking
- 16 for documents?
- I want to know the basis that requests the
- witness to look for documents in connection with this
- case, since your testimony period closes on Thursday.
- MS. SLUSSER: On the same basis that it is
- 21 continuing with his trial testimony.
- MR. MERONE: We continue our objection.
- MS. SLUSSER: Okay.
- Q Earlier we were talking about advertising and
- marketing. What is SACC-USA's annual advertising budget

- for the kind of advertisements we discussed earlier?
- 3 A I don't know the answer.
- Q Is there a different marketing budget that you
- would know the answer?
- A I know we have a line item for marketing.
- 7 (Telephonic interruption.)
- THE WITNESS: Excuse me just a moment. Let me just
- 9 reject this. I'll just reject it. Go ahead.
- I know we have a line item on our budget for
- marketing budgeting. I don't remember what it is.
- 12 BY MS. SLUSSER:
- Q Is there also a line item for advertising?
- A I don't remember.
- Q What territories are the -- what territories
- are brochures and the Currents magazines sent to?
- A By "territories" what do you mean?
- Q Where in the world are they sent?
- 19 A They are sent to every one of our 2500
- members, but in addition to that, we send copies of the
- magazine and the directory to a lot of people that
- aren't members.
- By way of example, the governor of California
- is on our mailing list. The governor of Michigan is on
- our mailing list. The mayor of Rockford, Illinois is on

- our mailing list. And so we sent it to a lot of people,
- including development agencies in Arizona. And so the
- answer is virtually all 50 states.
- In addition, we sent it throughout Sweden and
- other places in Europe.
- Q Besides Edays, does the Swedish chamber
- organize conferences or seminars or workshops?
- A Whenever we do we call it an Edays.
- Q Okay. Do members of the Swedish chamber
- 11 attend conferences or trade shows or conventions
- organized by other entities?
- MR. MERONE: Objection. Outside the scope of the
- witness' knowledge. Outside of the 30(b)(6). Calls for
- testimony relating to third parties who are not here.
- THE WITNESS: I have to go back to a prior answer.
- You need to know that all of our regional chambers are
- constantly holding conferences and seminars that they
- 19 are not calling an Edays event.
- So by way of example, SACC Minnesota will have
- a meeting on a monthly basis where they will be holding
- speakers and things like that present, and they will
- have -- they may have publicity in the paper as well.
- So all of our regional chambers are doing stuff on an
- ongoing basis.

- 2 BY MS. SLUSSER:
- Are all the regional chambers using the main
- 4 Swedish-American Chamber of Commerce, in association
- with all these things?
- A Yes, but we have strict rules. And the rule
- is they have to use our logo, and then beneath they'll
- 9 put "Florida" or "Minnesota" or "Greater Los Angeles" --
- 9 there is one here in Los Angeles -- or "Washington, DC."
- So they'll use our logo. Beneath they will
- 11 put their region, whether it's Greater Los Angeles or
- whatever it is, yes.
- Q Does that rule apply for written brochures and
- publications as well?
- A Yes. And their stationery, they have to
- follow the rule with their stationary as well.
- I apologize. I had to go back to that prior
- answer.
- Q Okay. On behalf of the Swedish chamber do you
- 20 attend conferences or trade shows or conventions held by
- 21 another entity?
- 22 A Oh, no.
- Q Has there ever been any media attention
- related to SACC-USA's services?
- 25 A Yes.

- Q Can you describe those.
- A Mostly media attention is in Sweden because of
- 4 these Edays events are very big. Once in a while we'll
- 5 have media attention here.
- By way of example, in 2006 we held something
- 7 here in Los Angeles that I believe got media attention
- 8 where we called it "Go West," and it was basically
- 9 internally we called it a mini-Edays, or "Edays Lite" we
- also called it. But it was an event we held, and then
- we had -- it concluded at the Kodak Theater with
- presentations and whatnot, and I believe that did get
- some media attention. Not much, but some.
- 14 Q Do you know of any media attention that the
- SACC-USA has received in Washington, DC?
- 16 A I don't personally know of any, although I'm
- sure we have received it.
- 18 O Has the Swedish chamber ever received or been
- nominated for any awards or recognitions?
- 20 A Not that I am aware.
- Q Does it give out awards or recognitions?
- A Yes, we do.
- Q Can you describe some.
- A We give out something called the Eliasson,
- E-1-i-a-s-s-o-n, Award. And that is given to the person

- each year who has provided the greatest contribution to
- the mission, which is to promote trade and commerce.
- And the person that received it most recently,
- as I recall, is Mr. Kent Berg, B-e-r-g, who resides in
- 6 Newport Beach, California.
- Q When SACC-USA gives out these awards, does it
- 8 also send out a press release?
- 9 A Probably. I am not a hundred percent certain
- about that.
- 11 Q Does it send out press releases for anything?
- A We sent out press releases, yes, for all of
- the Edays events that are here in the United States. I
- know we send out press releases for that.
- Q Anything else you can think of?
- 16 A No.
- 17 Q You said that the Swedish chamber is a member
- of the U.S. Chamber of Commerce?
- 19 A Yes.
- Q Do you know when it started being a member?
- A I do not.
- Q It's currently a member today?
- ²³ A Yes.
- Q Besides the Edays held at the U.S. chamber
- location in 2005, has the Swedish chamber had any other

- interaction with the U.S. chamber that you're aware of?
- A I am not aware of any other interaction.
- Q Does the Swedish chamber have any licenses or agreements with the U.S. chamber besides the one you
- 6 testified to about location?
- A I do not know of any licenses or agreements,

 8 other than the one I have already testified about.
- ⁹ Q Has the Swedish chamber ever received a

 ¹⁰ request from the U.S. chamber to change its name or

 ¹¹ logo?
- 12 A I have conducted a diligent investigation in 13 order to answer that question because I knew it was 14 coming up.
- And the answer is we have found nothing to indicate that we have ever been asked to change our 17 name.
- And I have spoken to a number of people to

 see, and no one recalls that ever occurring.
- Q Can you tell me the titles of the people who you spoke to.
- A Yes, Ms. Gunilla Girardo. G-i-r-a-r-d-o.
- Gunilla is G-u-n-i-l-l-a.
- She is the president of the organization, and
- she has been -- originally she was the executive

CURTIS CARLSON 2 director and got promoted to president, and she and I 3 joined the organization at about the same time in 1999. And so she's got a pretty long history, and 5 she also spoke to somebody else, but I only spoke with 6 her, but she did also speak with somebody else. Just to clarify, she spoke to someone else to Q see if there had ever been any requests by the U.S. chamber to change the Swedish chamber's name? 10 Α Yes. 11 Q Does the Swedish chamber receive mail? 12 Α Yes. 13 Q Does it receive e-mail? 14 Α Yes. 15 0 Does it receive phone calls? 16 Α Yes. 17 Does it get voicemail messages? 18 Α Yes. 19 Q Does it get membership applications? 20 Yes. Α 21 Q Does it get checks or donations? 22 Α Yes. 23 Q Has the Swedish chamber ever been mistaken for 24 the U.S. chamber that you know of? 25 Α After a diligent investigation I come to the

```
1
                            CURTIS CARLSON
      conclusion that, no, there has never been any mistake.
                So the Swedish chamber has never received any
           0
 4
      e-mails or mail or phone calls, voice mails targeted to
 5
      the U.S. chamber?
 6
           Α
                That is correct.
           Q
                You produced some documents I want to go
 8
      through quickly.
 9
           Α
                Yes.
10
           0
                We already talked about the website.
11
      Actually, if you would look at SACC 4.
12
           Α
                The website, yes.
13
                On page --
14
           MR. MERONE: They are not numbered.
15
           THE WITNESS:
                          That's okay --
16
     BY MS. SLUSSER:
17
                It says "About SACC-USA."
18
                Is it page 1 --
           Α
19
                1 of 2.
           0
20
                It's about -- is it the beginning? Middle?
21
           MR. MERONE: Here (Indicating).
22
     BY MS. SLUSSER:
23
                It's a simple question, actually --
           0
24
                Go ahead.
           Α
25
```

0

Line 2, it says, "SACC-USA, which is

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CURTIS CARLSON
      headquartered in Washington, DC."
           Α
                Yes.
                The Swedish commerce -- I'm sorry, the Swedish
      chamber is currently headquartered in Washington, DC?
                1403 King Street in Alexandria, Virginia,
      which is across the Potomac from Washington, DC.
                Is it the Potomac?
           MR. MERONE: It's the Potomac, and let me say, as a
10
      Virginian it's not Washington, DC.
11
           THE WITNESS:
                         It's the District --
12
           MR. MERONE: No, no -- it's Virginia.
13
                (A discussion was held off the record.)
14
     BY MS. SLUSSER:
15
                I just handed you a big stack of documents.
16
           Α
                Yes.
                      It's one document.
17
               One document? Can you tell me what is this?
18
                This is our latest directory that was created.
19
          MS. SLUSSER:
                         I'd like this to be marked SACC 5.
20
                (Exhibit SACC 5 was marked for
21
                identification by the Reporter.)
22
     BY MS. SLUSSER:
23
          0
               When was this sent out?
24
          Α
               It was sent out in early 2007.
25
          O
               And who is it sent out to?
```

CURTIS CARLSON

- A Everyone whose name appears in here.
- Q Is this one of the documents that you
- 4 testified is also sent to people who are not members?
- 5 A Yes.
- Q Such as Governor Schwarzenegger?
- A Yes. Development Authority people around the
- 8 country, mayors and so on.
- 9 Q Is this document sent to all 50 states in the
- ¹⁰ U.S.?
- A Probably 30 out of 50. I don't think it is
- sent to Hawaii, I don't think it is sent to Montana, but
- the vast majority of the 50 states it is sent to.
- 14 Q You testified that there are 19 regional
- 15 chambers.
- 16 A Yes.
- Q Are those regional chambers in large cities,
- such as, for example, Minneapolis?
- 19 A They are in large cities. They are also in
- small cities.
- Q Is there more than one chamber per state?
- A Some states, yes. Texas, for example.
- ²³ California is another example.
- Q Is this directory sent to people throughout
- 25 states even if the regional --

1 CURTIS CARLSON Α Yes. -- chamber is in a large city? 0 By way of example, in Florida the chamber's headquartered in Miami, but it goes to folks in Tampa, Orlando, Jacksonville, yes. 0 Who created this Membership Directory that is SACC 5? The Swedish-American Chamber of Commerce of Α 10 the United States of America, Inc. 11 Let me just call it SACC-USA created it. 12 Q Was it created by people who are its members? 13 It was created by the staff located in 14 Alexandria, Virginia. 15 Was it created using a bunch of documents to 16 show who the members are, since this is a listing of 17 members? 18 My question is how did you get an accurate 19 listing of members to put in the directory? 20 Α The answer is the -- our membership list is 21 continually updated, and I'm sure there is some sort of

Q Was this document created in the course of regularly conducted business?

22

23

to create it.

import or export feature in the software that was used

CURTIS CARLSON 1 Α Yes. Is it the regular practice of SACC-USA to create this Membership Directory? 5 Yes, it is a business record of the entity. And in my opinion it falls within the hearsay exception of the federal evidence -- federal rules of evidence. 7 (A recess was taken from 10:54 a.m. to 11:00 a.m.) 10 MS. SLUSSER: Back on the record. I want to discuss a few more documents. 11 12 mark this as SACC 6. (Exhibit SACC 6 was marked for 13 identification by the Reporter.) 14 15 BY MS. SLUSSER: 16 Can you tell me what is this? 0 This is an older brochure that we do not use 17 Α 18 It was probably created in 2005 or 2006. anymore. 19 Can you tell me who created this brochure? Q 20 SACC-USA created it. Was it also the staff at SACC-USA, like the 21 22 Membership Directory, which we discussed? 23 Yes, that's correct. Was it kept in the course of regularly 24 25 conducted business?

- CURTIS CARLSON Α It was also created in the course of a 3 regularly conducted business activity. Is it the regular practice of SACC-USA to make this document that is SACC 6? Α Yes. Can you tell me where this was sent? Α You know, I can tell you it was sent to all of the places that we have discussed earlier: 10 Development Authorities, governors, members. It was 11 available for people at Entrepreneurial Days to pick up. 12 Was there a reason this document was created, 0 13 or is this general literature? 14 It's a marketing piece to get people to join 15 the organization.
- MS. SLUSSER: I'll mark this next exhibit as
- ¹⁷ SACC 7.
- THE WITNESS: SACC 7 was created to replace
- 19 Item No. 6.
- 20 (Exhibit SACC 7 was marked for
- identification by the Reporter.)
- BY MS. SLUSSER:
- Q Was it also created by SACC staff?
- A Yes.
- Q Was it created during the course of regularly

- CURTIS CARLSON
- 2 conducted business at SACC?
- ³ A Yes.
- Q Was it the regular practice of SACC to make
- 5 the record?
- 6 A Yes.
- Q Do you know when this document was sent out?
- 8 A This would have been sent out I would guess --
- ⁹ I am not going to use the word "guess." I would
- estimate this was sent out in approximately 2006 and
- ¹¹ 2007.
- We will be replacing this document shortly
- when we run out of them because it has our old logo in
- the back.
- Q What is the purpose of this document?
- A This is the same purpose as the other one.
- 17 It's to get organizations and people to join SACC-USA or
- to join the individual chambers.
- 19 Q Looking back at SACC 6 for a second, when was
- that sent out?
- 21 A Approximately 2005, 2006.
- Q Before I mark this as an exhibit can I have
- you take a look at it. Tell me is that different than
- ²⁴ SACC 7?
- A Yes, it is different.

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CURTIS CARLSON
           MS. SLUSSER:
                         I'd like to mark that as SACC 8.
 3
                (Exhibit SACC 8 was marked for
                identification by the Reporter.)
 5
      BY MS. SLUSSER:
 6
                Can you tell me what this document is.
                It's the same type of document to induce
     people or entice people to join either our organization
 9
      or the regional chambers.
1.0
                Now let me say this No. 8 is more toward
11
     getting people to join SACC-USA. It's more for the
12
     corporations to join SACC-USA. Numbers 6 and 7 are
13
     really geared toward getting people to join individual
     chambers.
15
           0
                Due to the differences between these two
16
     documents, one is geared more towards the national --
17
          Α
                Yes.
18
                -- chapter, and one is geared towards state
19
     chapters? Is there a difference in who these are mailed
20
     out to?
21
          Α
                I don't think so.
22
                Was this document, SACC 8, also created by
23
     staff at SACC --
24
          Α
               Yes.
```

-- used from information, like you discussed

25

Q

CURTIS CARLSON

- previously, that SACC has in its offices?
- ³ A Yes.

1

- Q Is it created and kept in the course of
- ⁵ regularly conducted business at SACC?
- δ A Yes.
- 7 Q And is it the regular practice of SACC to make
- 8 a document such as SACC 8?
- ⁹ A Yes.
- Q Can you tell me when SACC 8 was sent out?
- A Yes. Early 2006 -- well, throughout all 2006.
- 12 Q Is it being sent out currently?
- A It probably is being used because we probably
- have extras to hand out. It is to hand out. It is
- dated, however, in the sense that it talks about, on
- page SACC 0208, it talks about an event that will be
- 17 taking place in 2006 and an event that will be taking
- ¹⁸ place in 2007.
- So it was created in early 2006 to promote
- what was going on. So I believe it is still being
- handed out because we still have copies around, but it
- is dated.
- Q Looking at that same page, SACC 0208, under
- "Currents," second to the bottom last line says,
- "SACC USA's electronic newsletter reaching more 5500

CURTIS CARLSON

- 2 recipients."
- 3 A Yes.
- Q Is that Currents, what we were talking about
- 5 before?
- A Yes, but not the entire thing. We -- they
- take the Currents magazine, and they make it into
- 8 electronic version, but they eliminate a lot. It is
- 9 mainly the articles. The articles are, I believe,
- shortened a little bit.
- 11 Q Is the electronic newsletter sent to a
- different group of people than Currents?
- A No. If you get Currents you also get a
- electronic version of it unless you specify, "Don't send
- me the electronic version anymore."
- 16 Q Is there anyone who gets the electronic who
- doesn't get the hard copy Currents?
- A Yes.
- 19 Q Is it safe to say the electronic newsletter is
- sent to more people than Currents?
- 21 A Yes.
- MS. SLUSSER: Mark the next --
- THE WITNESS: No, I apologize. That's not true.
- It says Currents go to more than 21,000 readers, if you
- look at that.

CURTIS CARLSON BY MS. SLUSSER: 3 So does Currents go to more people than the Q electronic newsletters? Α Yes, yes. MS. SLUSSER: I'll mark the next exhibit as SACC 9. Can you tell me what this document is. 0 It looks like it is similar to SACC 7. Is this a duplicate? 10 Α Yes, it is. 11 Q Okay. Then I am not going to --12 Α You can withdraw it. I would withdraw this 13 exhibit. MS. SLUSSER: I will withdraw that and mark the 15 next one as SACC 9. 16 (Exhibit SACC 9 was marked for 17 identification by the Reporter.) 18 MS. SLUSSER: I will mark this next exhibit as 19 SACC 9.

- 20 This is Currents that we were discussing 0
- 21 earlier?
- 22 Α Yes.
- 23 Can you tell me what Currents is.
- 24 It's a magazine -- for some reason the word Α
- "Currents" doesn't appear here.